COLLABORATION INSIGHTS & TECHNIQUES

THE TEAM

AGENDA

Collaboration Insights
The Science Behind Successful Collaboration
Collaboration Techniques

THE SCIENCE OF CREATIVITY AND PROBLEM SOLVING

Creativity is the process of generating new ideas, possibilities, or alternatives that result in outcomes that are original and of value

THE SCIENCE OF CREATIVITY AND PROBLEM SOLVING

There are three brain networks involved in creativity.

THE SCIENCE OF CREATIVITY AND PROBLEM SOLVING

1. The Executive Attention Network is active when you are concentrating.
2. The Imagination Network sifts through your knowledge and experience and runs simulations.
3. The Salience Network monitors activity in the rest of the brain, looks for particularly good ideas, and brings them up to awareness.

Collaboration Insights

1. Hidden assumptions can hinder collaboration.
2. Feeling that you are part of a well bonded team can help collaboration.
3. Competition BETWEEN teams can help collaboration.
4. Be very clear about the problem you are trying to solve (engage the Executive Attention Network).

Collaboration Insights

5. The unconscious needs time to solve the problem: Have time between he statement of the problem and before you try to solve it (to engage the Imagination Network).
6. The Executive Attention Network has to be quiet in order for the Imagination Network to engage.
7. The more knowledge and experience the group has the more ideas and better ideas the group will come up with.
8. Use methods that allow for iterations. Your brain works best when it starts with one idea and improves upon that idea.
9. Capture ideas (engage the Salience Network).

Collaboration Technique

The Anti-Problem

"Everybody knows the problem: We need to be more innovative. Now we've got the solution: *Gamestorming*. This smart, fun, hands-on book will energize your brain and mobilize your creativity—and do it using stuff you already have in your supply closet!"

—Daniel H. Pink, author of *Drive* and *A Whole New Mind*

Gamestorming

A Playbook for Innovators, Rulebreakers, and Changemakers

Dave Gray
Sunni Brown
James Macanufo

O'REILLY®

THE TEAM W

ANTI-PROBLEM

Who: From 5 to 20 players

Context: A different way to do brainstorming.

Before The Play:

- Decide on the situation or problem that you want to solve.
- Provide or ask people to have ready paper, pens, sticky notes, index cards, and/or a Miro board.
- If you have more than 5 people then break people into groups of 3 or 4 people.
- Write down a statement that is the OPPOSITE of the problem you are trying to solve. For example, if you want to figure how to speed up the training process for your customers who are learning how to use your product XYZ, then you state the problem in the opposite: “How can we make the training process as slow and difficult as possible?”

The Play:

- Each group (if you have more than one) has 10-15 minutes to brainstorm and document all the ways to solve the anti problem. The focus is on generating as many ideas as possible. There are no wrong answers.
- When time is up have each group share their solutions.
- Once everyone has shared, now take some time together to identify any insights on how to turn these ideas around to solve the actual problem, not the anti problem. Document any insights the group comes up with.

Anti-Problem

Activity

Anti-Problem Exercise

You have been hired by a major airline to come up with ideas of how to make the process of boarding an airplane the worse customer experience possible.

3 minutes: Write down all the things you can think of that should or could be done to make the boarding process the worst it could be.

Anti-Problem Exercise

You have been hired by a major airline to come up with ideas of how to make the process of boarding an airplane the worse customer experience possible.

3 minutes: Write down all the things you can think of that should or could be done to make the boarding process the worst it could be.

3 minutes: Think about some of the ideas. Pick one or two that can be turned around to be a possible solution. Write down the turn-arounds.

Pop Quiz

The average adult retains what % of information that they hear? (listening efficiency):

A. 25%
B. 45%
C. 65%
D. 5%

THE SCIENCE OF LISTENING AND COMMUNICATION

The average person listens at only about 25% efficiency.

Husman, R. C., Lahiff, J. M., & Penrose, J. M. (1988). *Business communication: Strategies and skills*. Chicago: Dryden Press.

THE SCIENCE OF LISTENING AND COMMUNICATION

The average person listens at only about 25% efficiency.

But most people believe that they are better than the average.

Husman, R. C., Lahiff, J. M., & Penrose, J. M. (1988). *Business communication: Strategies and skills*. Chicago: Dryden Press.

THE SCIENCE OF LISTENING AND COMMUNICATION

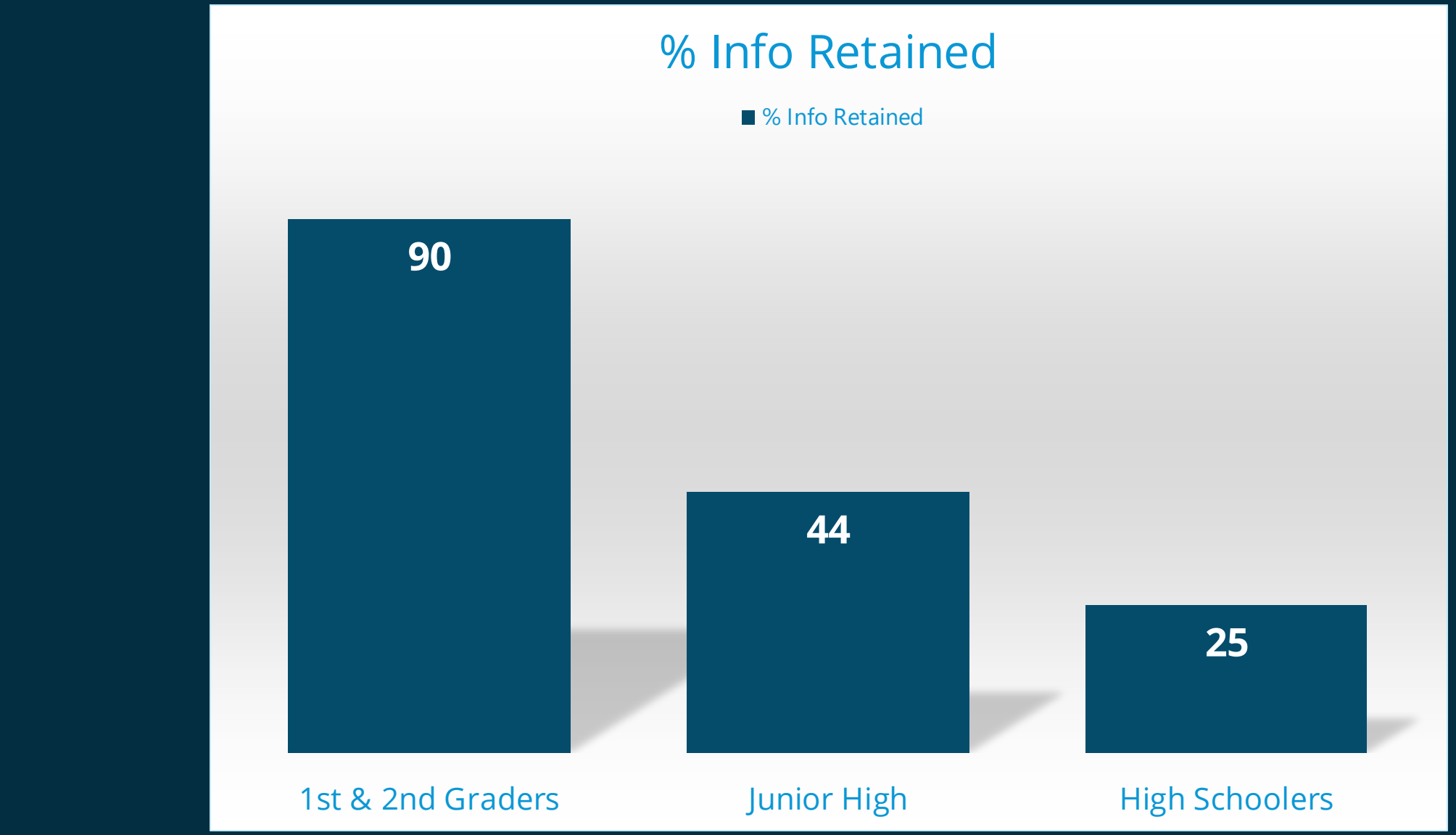
In a study of 8000 people working in businesses, hospitals, universities, the military and government agencies in the US, most believed that they listen and communicate as effectively or more effectively than their co-workers – i.e., everyone is above average

Spitzberg, B. H. (1994). The dark side of (in)competence. In W.R. Cupach & B. H. Spitzberg (Eds.), *The dark side of interpersonal communication*. Hillsdale, NJ: Erlbaum.

THE SCIENCE OF LISTENING AND COMMUNICATION

While most people agreed that listening effectively is a very important skill, most didn't feel a strong need to improve their own skill level.

Spitzberg, B. H. (1994). The dark side of (in)competence. In W.R. Cupach & B. H. Spitzberg (Eds.), *The dark side of interpersonal communication*. Hillsdale, NJ: Erlbaum.



Ralph Nichols, University of Minnesota
http://www.scientificamerican.com/article/plateau-effect-digital-gadget-distraction-attention/

THE SCIENCE OF LISTENING AND COMMUNICATION

People speak at ~ 125 words per minute, but can listen up to 400 words per minute – lots of time for our minds to wander.

People are listening a lot less than you think they are.

What Is Active/Effective Listening?

Dr. Scott Williams, College of Business, Wright State University:

“Effective listening is actively absorbing the information given to you by a speaker, showing that you are listening and interested, and providing feedback to the speaker so that he or she knows the message was received.”

What Is Active/Effective Listening?

1. Set your intention: TO LISTEN
2. Suspend judgement
3. Give your undivided attention
4. Wait to ask questions
5. Reflect back what you have heard

What Is Active/Effective Listening?

1. Set your intention: TO LISTEN
    - Not trying to convince
    - Not trying to explain
    - Not trying to get through the meeting
    - Not attached to a particular outcome
    - Don’t talk
    - Don’t interrupt
    - Use silence

What Is Active/Effective Listening?

2. Suspend Judgement
    - Don’t assume you know what they are saying
    - Use compassion

What Is Active/Effective Listening?

3. Give your undivided attention
    - Some eye contact, but not too much
    - Open body language
    - Cell phones out of sight
    - Sprinkle in nods and “uh-huh’s”

What Is Active/Effective Listening?

4. Wait to ask questions
    - Only ask a question if you do not understand
    - Don’t use questions to show your point of view

What Is Active/Effective Listening?

5. Reflect back what you have heard
    - Say back to the person your understanding of what they have said
    - Give them an opportunity to correct any misunderstanding or to elaborate

What Is Active/Effective Listening?

1. Set your intention: TO LISTEN
2. Suspend judgement
3. Give your undivided attention
4. Wait to ask questions
5. Reflect back what you have heard

Active Listening is not necessarily easy or natural. It takes practice. People say it seems non-authentic, it takes too much time, it’s one-sided…

The more you practice active listening the better you will get at it and the more automatic it will become for you.

HUMAN COMMUNICATION

We communicate and process information through most of our senses:

- eyes
- facial expressions
- gestures
- touch
- body language
- mimicry
- linguistics
- paralinguistics

A lot of human communication is automatic and unconscious.

If you aren’t there at all, lots can go wrong.

The best way to communicate is in-person

- Next best video and voice
- Next best voice only
- Next best text

The longer the team works remotely without in-person communication, the more degradation there is in the team's bond.

The weaker the team bond gets, the less effective collaboration becomes.

Collaboration Technique

The $100 Test

THE TEAM

$100 TEST

Who: From 3 to 5 players

Context: Another way to prioritize ideas

Before The Play:

This technique is used when you have a list of ideas that you want to prioritize. This might be a list of solutions to a problem, or it could be a list of work that you are trying to prioritize. This technique works best when you have between 5 and 10 things to prioritize.

The Play:

List all of the ideas as a column in the table. Explain to the group that there is $100 that can be spent. You have to allocate the $100 amongst all the ideas. If the group wants to prioritize an idea then that idea gets more of the $100 total. The total for all the ideas must add up to $100. In the table you can also make notes about why you gave the $ amount. The team must agree on the $ amounts. The $ amount decisions make it clear which ideas hold the most value.

Idea	$ Amount	Reason / Notes
Idea 1	$5	
Idea 2	$20	
Idea 3	$10	
Idea 4	$45	
Idea 5	$1	
Idea 6	$15	
Idea 7	$4	

Collaboration Technique

Brainwriting

THE TEAM

BRAIN WRITING

Who: From 4 to 5 people. If you have more then set up multiple groups of at least 3 people and have them do the activity in their own group.

Context: A more effective method of brainstorming; it combines individual reflection with group collaboration.

Before The Play:

- Decide on the topic you are going to brainstorm on.
- If you are working in person you will need post it notes and pens. You will also need a wall or large separate table to post the post it notes and move them around later.
- If you are doing this remotely and use a Miro board you should set up the Miro board ahead of time.

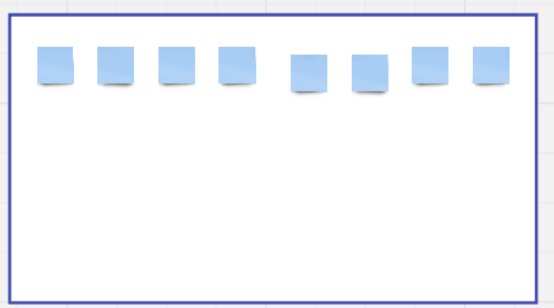
PROMPT: How can we get more volunteers for our music events?

Jonathan

Casey

Francis

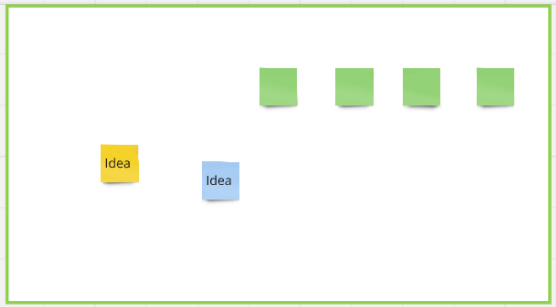
Kathryn



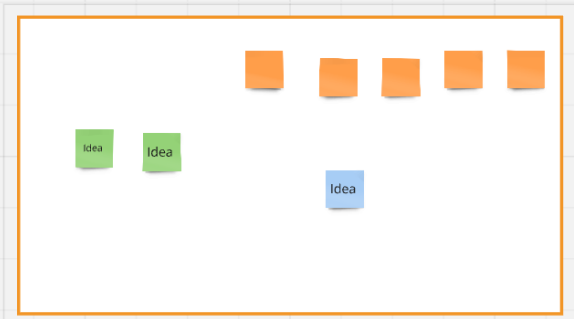
All Ideas

PROMPT: How can we get more volunteers for our music events?

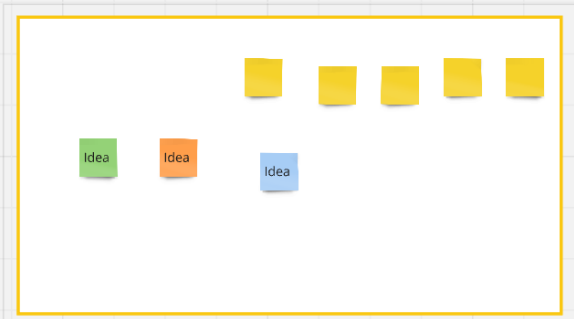
Jonathan



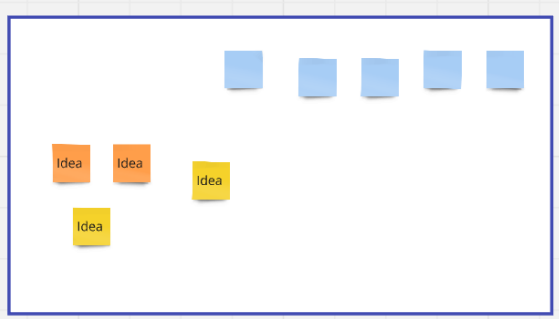
Casey



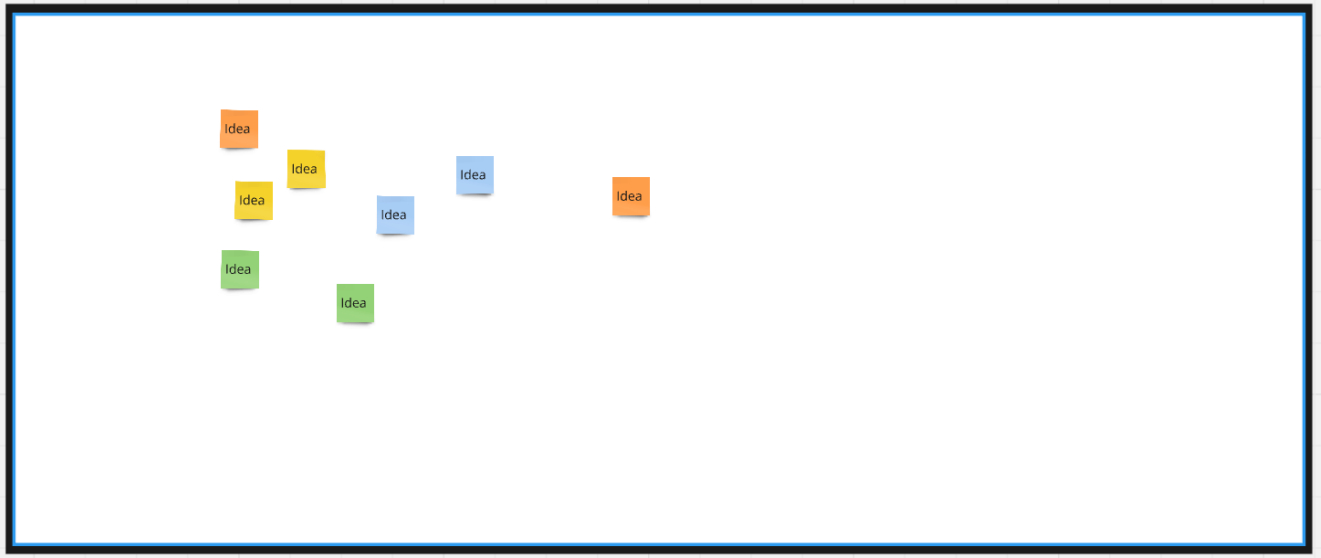
Francis



Kathryn



All Ideas



The Play:

1. State the problem and write it down where everyone can see it. Set a time frame, perhaps 5, 10 or 15 minutes.
2. Each person individually writes down their ideas for solutions on post it notes; one idea per post it note. As soon as they write down an idea on a post it note they give that post it note to the person to their right. They keep writing down ideas and giving them to the person to their right.
3. Each person is therefore writing and passing on their own ideas, as well as getting ideas from others. As each person gets ideas for others they can add to that idea, or perhaps it stimulates a new idea they put on another post it note. Regardless, once they read a post it note they got from the person on the left they pass it on to the person on their right.
4. In this way each post it note goes around the room until it comes back to its owner. At that point the original author hands the post it note to the facilitator who puts it on the wall.
5. When time is up all the post it notes go on the wall where they can be further analyzed, discussed, affinitized and so on.

Apply

Activity

Collaboration Technique

4 Way Matrix

THE TEAM

4 WAY MATRIX

Who: From 2 to 5 players

Context: A way to evaluate -- This technique is used when you have ideas and you want to consider them along two different axes. For example, impact vs. effort; or desirability vs. feasibility.

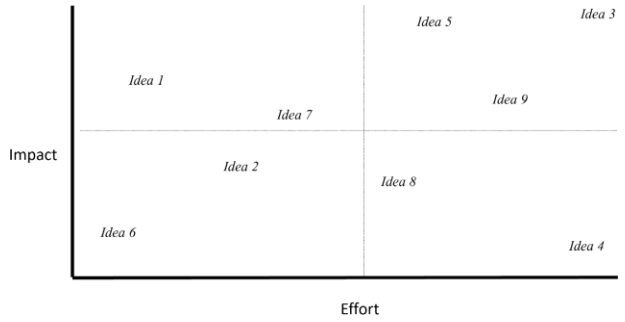
Before The Play:

Develop your list of ideas that you want to evaluate. This might be a list of solutions to a problem, or it could be a list of work that you are trying to prioritize. This technique works best when you have between 5 and 10 things to evaluate.

You also need to decide what are the two axes that you are going to use for the evaluation. For example, impact vs. effort; desirability vs. feasibility; cost vs. ease of implementation and so on.

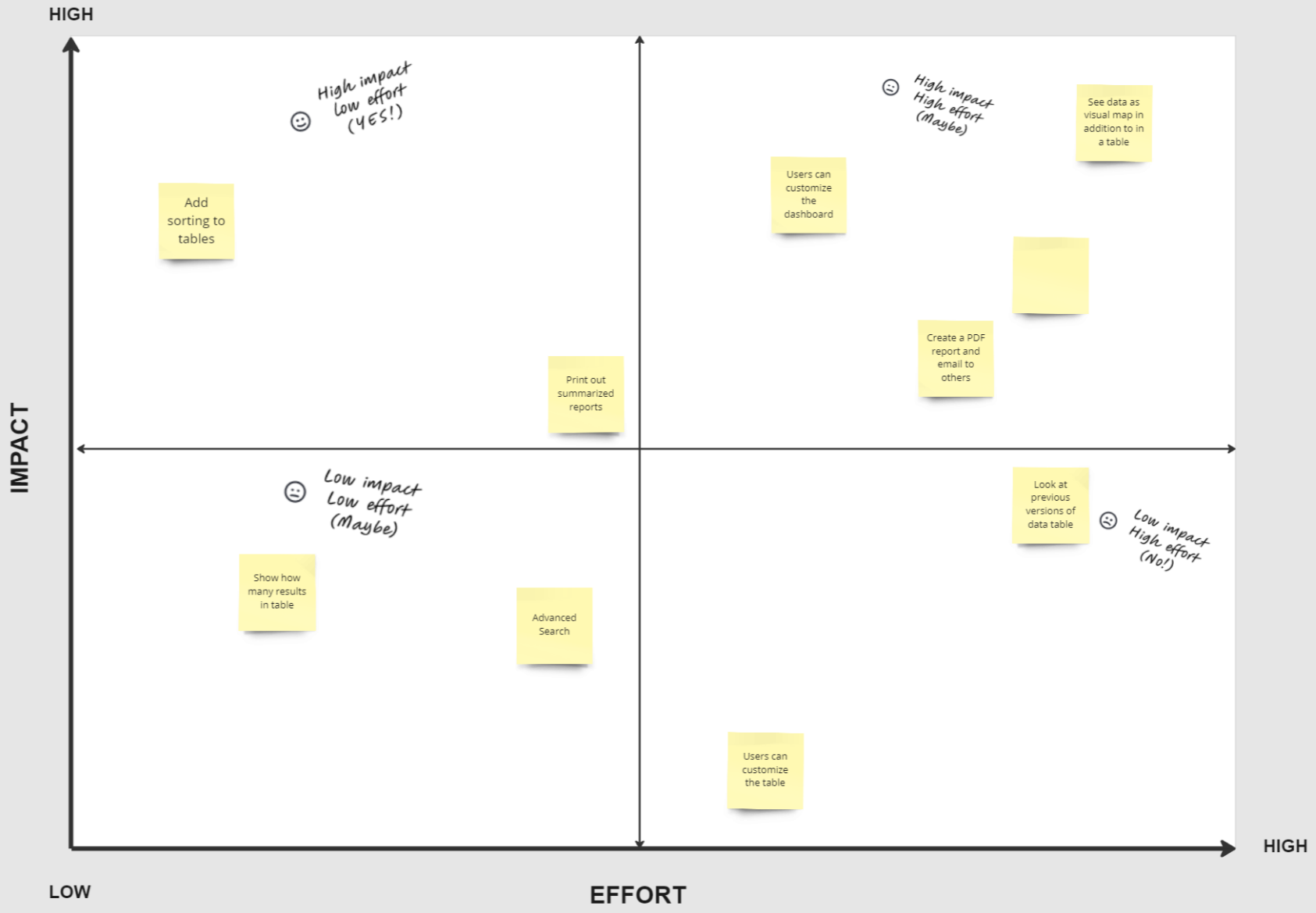
The Play:

Choose one of the criteria as the horizontal axis and the other as the vertical axis. Then draw the matrix, and place each idea in the quadrant that you think it belongs. Here is an example:



Now you will be able to evaluate the ideas based on the two criteria.

Impact vs. Effort Matrix



Collaboration Technique

5 Whys

THE TEAM

5 WHYS

Who: From 2 to 10 players

Context: A way to get at the root of a problem -- This technique is used when aren't sure what the root of a problem is, and you want to make sure you understand before you try to solve it.

Before The Play:

Decide on the problem you think it is that you want to solve.

The Play:

1. Write down the problem. Then ask the question, "Why is this happening?"
2. Use that first answer as the next question: "Why is THAT happening?"
3. Use that second answer as the next question and keep going until you have asked at least 5 "why" questions.
4. Then use that last question as the question to solve.

THE TEAM W

5 WHYS

Who: From 2 to 10 players

Context: A way to get at the root of a problem -- This technique is used when aren't sure what the root of a problem is, and you want to make sure you understand before you try to solve it.

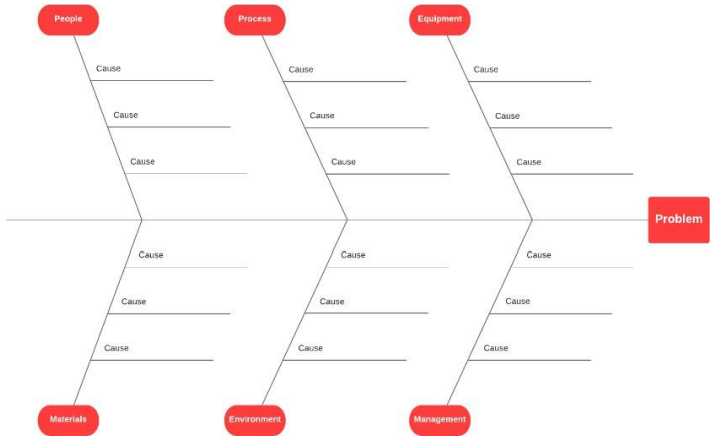
Before The Play:

Decide on the problem you think it is that you want to solve.

The Play:

1. Write down the problem. Then ask the question, "Why is this happening?"
2. Use that first answer as the next question: "Why is THAT happening?"
3. Use that second answer as the next question and keep going until you have asked at least 5 "why" questions.
4. Then use that last question as the question to solve.

This technique can also get complicated if you want it to. Each time you ask the why question you can end up with multiple possible answers. You can then take each of those branches on a their own 5 why explorations. You can even create categories.



Collaboration Technique

Pie Chart Agenda

THE TEAM

PIE CHART AGENDA

Who: Any Number

Context: A different way to show the group the agenda for a collaboration
session and also show them the relative amount of time each activity will take.

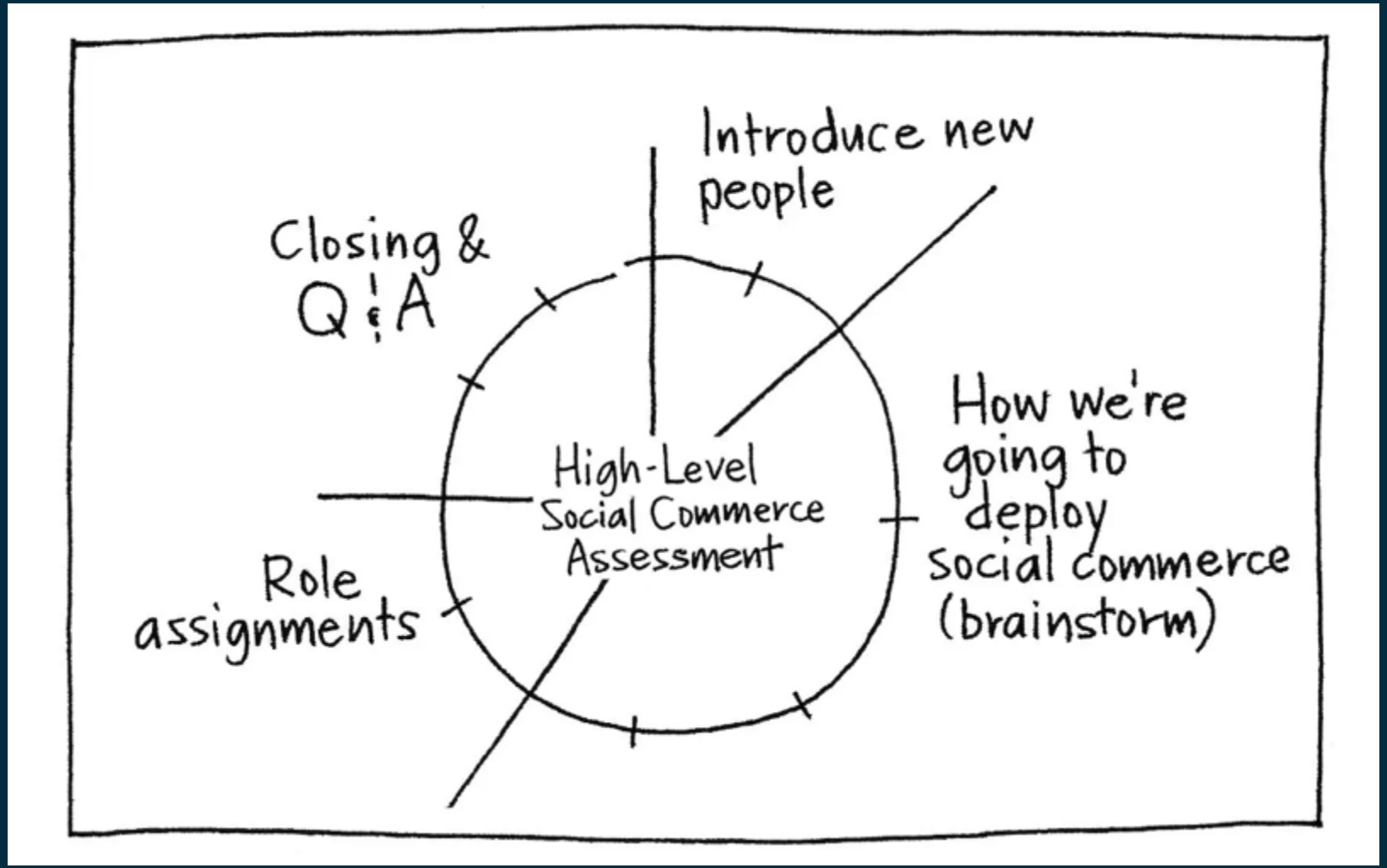
Before The Play:

Decide on the activities you are going to do during the collaboration session and about how long each will take.

The Play:

Draw a pie chart with all the activities. The size of each pie slice indicates the collaboration approximate amount of time. Start the pie chart at noon and move clockwise around the pie.

Example:


Introduce new people
Closing & Q!A
How we're going to deploy social commerce (brainstorm)
High-Level Social Commerce Assessment
Role assignments

Collaboration Technique

Forced Ranking

THE TEAM

FORCED RANKING

Who: From 3 to 10 players

Context: Forced ranking requires that the group make concrete decisions that result in a clear prioritized list. Examples of when to use this include situations such as:

- you have to prioritize what to work on first and what the order is for the rest of the work
- you have to decide on what work gets staffed and what doesn't

Before The Play:

- Before you play you must have a list of items that are going to be ranked or prioritized, and the criteria for ranking them, for example, the criteria might be "items that are the easiest to accomplish go to the top" or "items that are most important to the business stakeholders go to the top".
- You should have at least 5 and no more than 12 items to rank. The entire list must be visible during the ranking process.
- You can only use one criteria. If you have more than one criteria you have to do a forced ranking play for each criteria separately (see the Technique called the Matrix for how to compare between two different criteria).

The Play:

- Each participant ranks the list, with #1 being the top for the given criteria, #2 the next highest and so on. There are no ties. You must rank them in the order, and you must rank them individually and secretly.
- After everyone is done ranking them then fill in a table in front of the group. The first column is the name of the criteria, next are the columns with each person's ranking. The last column is the sum of all the individual rankings. Here is an example:

Idea	Person 1 Rank	Person 2 Rank	Person 3 Rank	Person 4 Rank	Sum
Idea 1	4	2	5	4	15
Idea 2	3	1	4	3	11
Idea 3	2	3	3	1	9
Idea 4	5	5	2	5	17
Idea 5	1	4	1	2	8

In this example the highest ranking idea is #5 and the lowest ranking idea is #4.

Apply

Activity

The 7Ps Framework

Purpose
Why are you doing this collaboration?

People
Who should participate?

Process
What are you going to do during the collaboration?
Which of the techniques are you going to use?

Product
What do you want to have as a deliverable when you are done?

Prep
What do you need to prepare?

Practical Concerns
What logistics need to be arranged?

Pitfalls
What could go wrong?

7 Ps Framework and Case Study

Activity

The 7Ps Framework

Purpose
Why are you doing this collaboration?

People
Who should participate?

Process
What are you going to do during the collaboration?
Which of the techniques are you going to use?

Product
What do you want to have as a deliverable when you are done?

Prep
What do you need to prepare?

Practical Concerns
What logistics need to be arranged?

Pitfalls
What could go wrong?

Techniques: Anti-problem , $100 Test, Brainwriting, 4 Way Matrix, 5 Whys, Pie Chart Agenda, Forced Ranking

THE TEAM W

ANTI-PROBLEM

Who: From 5 to 20 players

Context: A different way to do brainstorming.

Before The Play:

- Decide on the situation or problem that you want to solve.
- Provide or ask people to have ready paper, pens, sticky notes, index cards, and/or a Miro board.
- If you have more than 5 people then break people into groups of 3 or 4 people.
- Write down a statement that is the OPPOSITE of the problem you are trying to solve. For example, if you want to figure how to speed up the training process for your customers who are learning how to use your product XYZ, then you state the problem in the opposite: “How can we make the training process as slow and difficult as possible?”

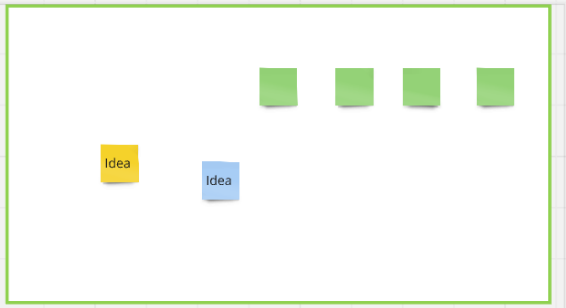
$100 Test

Idea	$ Amount	Reason / Notes
Idea 1	$5	
Idea 2	$20	
Idea 3	$10	
Idea 4	$45	
Idea 5	$1	
Idea 6	$15	
Idea 7	$4	

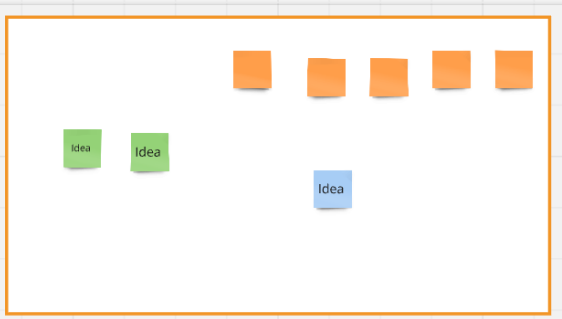
Brainwriting

PROMPT: How can we get more volunteers for our music events?

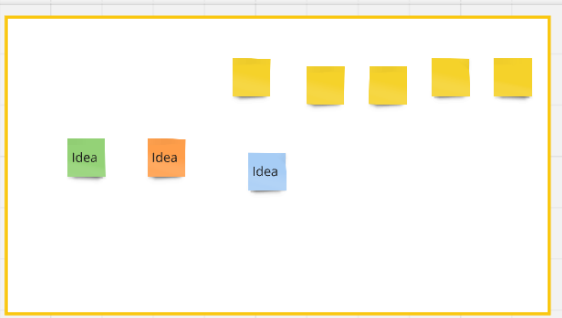
Jonathan



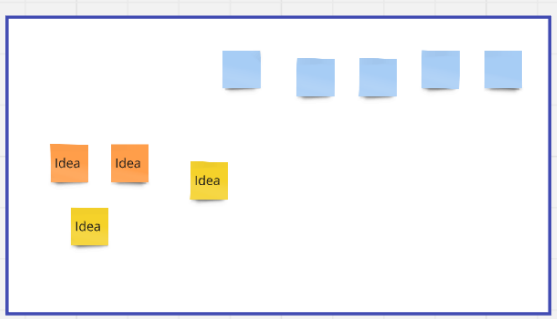
Casey



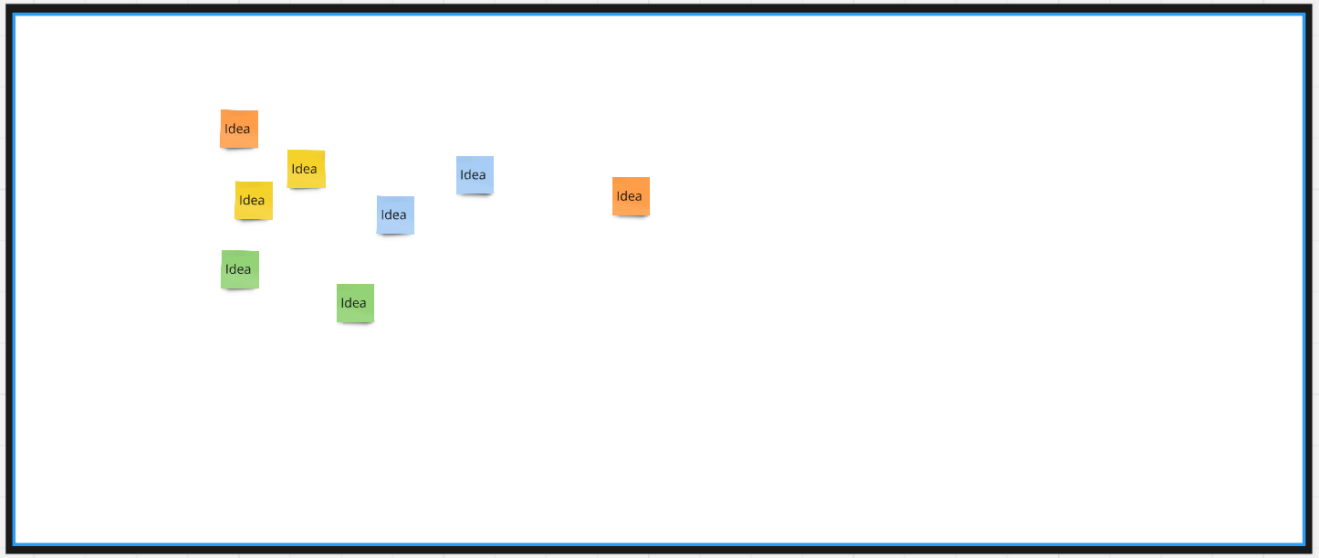
Francis



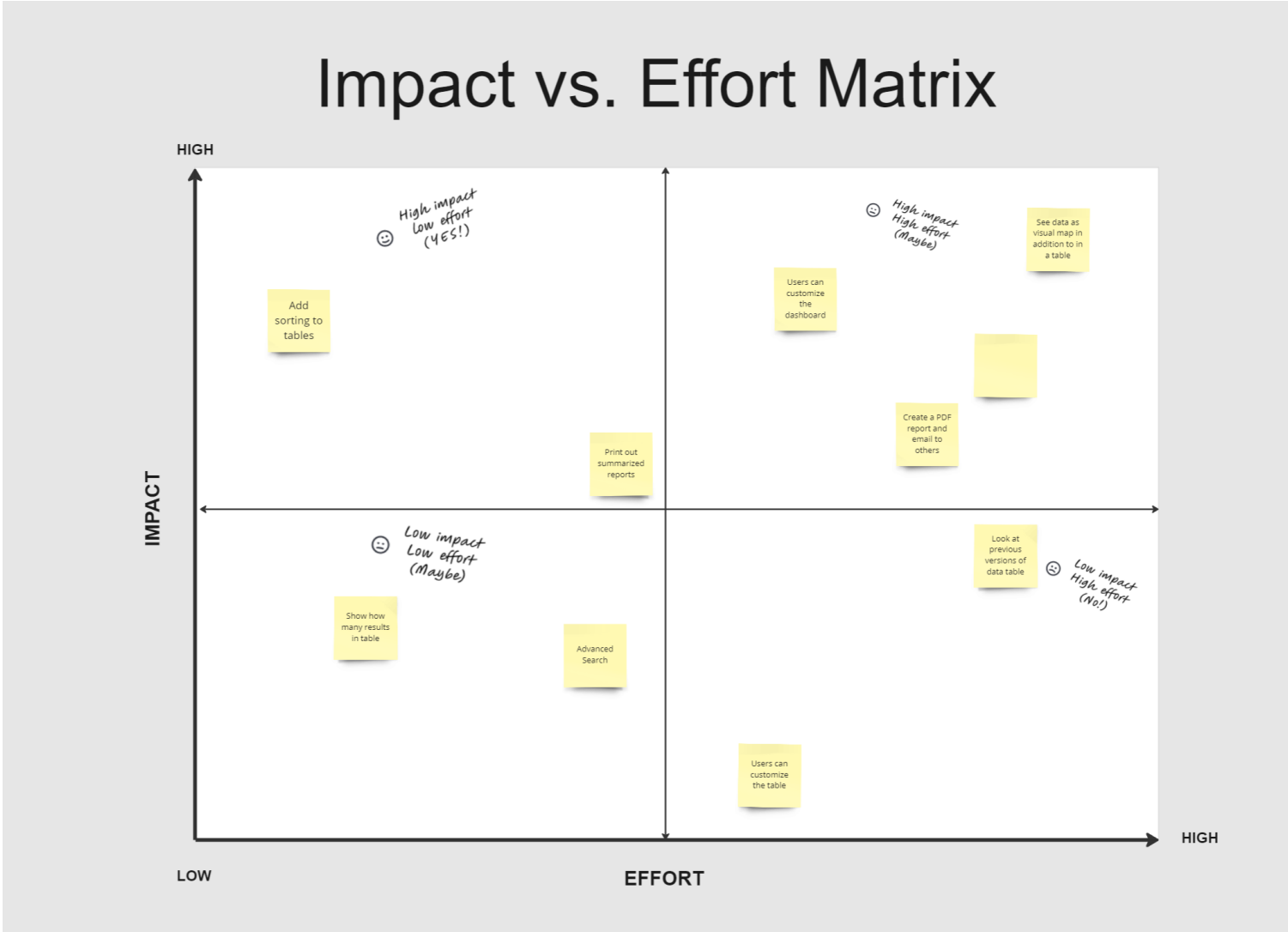
Kathryn



All Ideas



4 Way Matrix


Impact vs. Effort Matrix
HIGH
IMPACT
LOW
EFFORT
HIGH
High impact
Low effort
(YES!)
High impact
High effort
(Maybe)
Low impact
Low effort
(Maybe)
Low impact
High effort
(No!)
Add sorting to tables
Print out summarized reports
Show how many results in table
Advanced Search
Users can customize the dashboard
See data as visual map in addition to in a table
Create a PDF report and email to others
Look at previous versions of data table
Users can customize the table

THE TEAM

5 WHYS

Who: From 2 to 10 players

Context: A way to get at the root of a problem -- This technique is used when aren't sure what the root of a problem is, and you want to make sure you understand before you try to solve it.

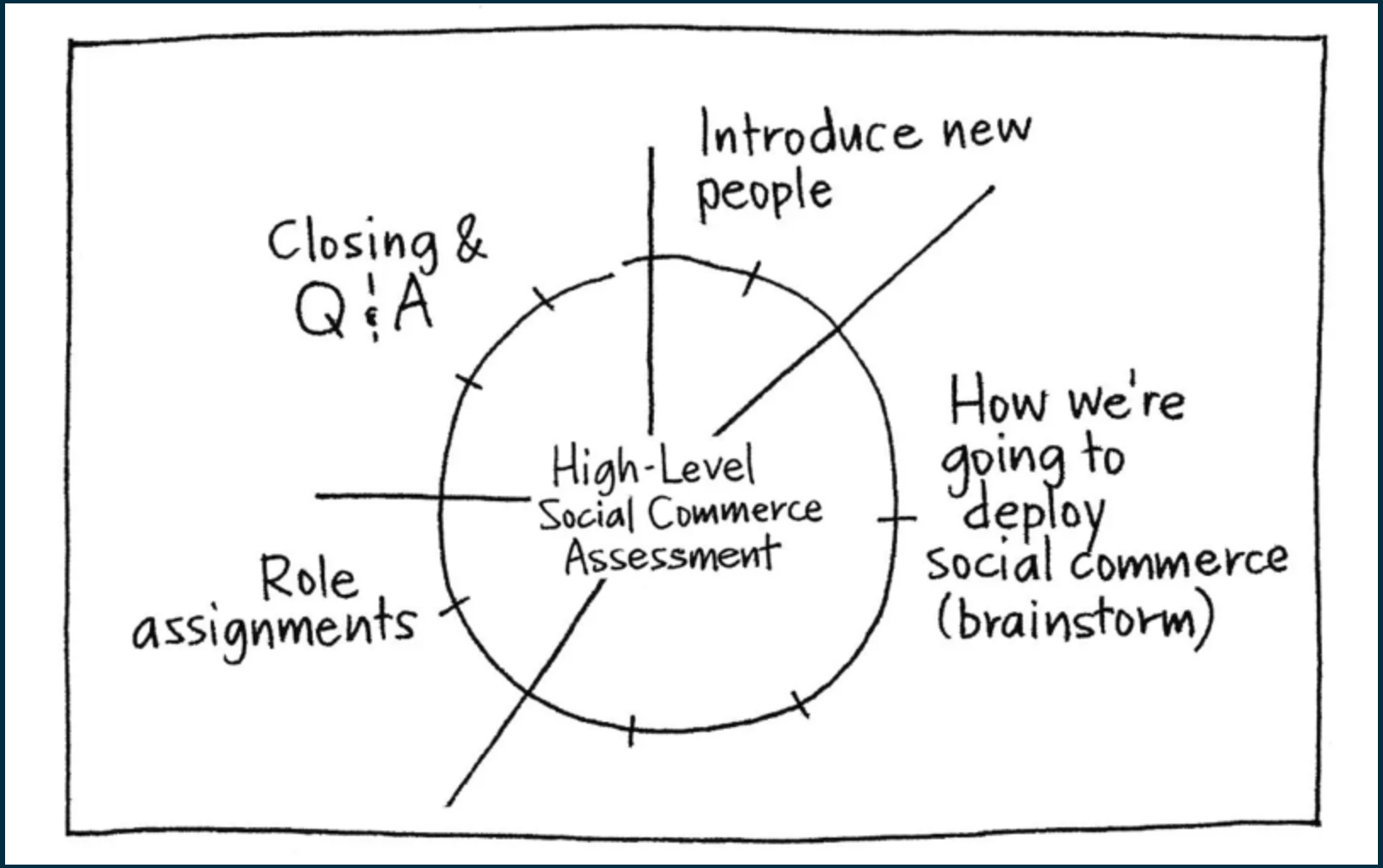
Before The Play:

Decide on the problem you think it is that you want to solve.

The Play:

1. Write down the problem. Then ask the question, "Why is this happening?"
2. Use that first answer as the next question: "Why is THAT happening?"
3. Use that second answer as the next question and keep going until you have asked at least 5 "why" questions.
4. Then use that last question as the question to solve.

Pie Chart Agenda



Forced Ranking

The Play:

- Each participant ranks the list, with #1 being the top for the given criteria, #2 the next highest and so on. There are no ties. You must rank them in the order, and you must rank them individually and secretly.
- After everyone is done ranking them then fill in a table in front of the group. The first column is the name of the criteria, next are the columns with each person's ranking. The last column is the sum of all the individual rankings. Here is an example:

Idea	Person 1 Rank	Person 2 Rank	Person 3 Rank	Person 4 Rank	Sum
Idea 1	4	2	5	4	15
Idea 2	3	1	4	3	11
Idea 3	2	3	3	1	9
Idea 4	5	5	2	5	17
Idea 5	1	4	1	2	8

In this example the highest ranking idea is #5 and the lowest ranking idea is #4.

Q & A