

Why deployment of social connection Platforms may not gain traction in an organization?

(& what can be done to maximize engagement and outcomes?)

COLLABORATION

DEFINITION

Where individuals & groups share common global goals and value the specific goals of others within a common framework of the common environment they interact. They are mutually supportive and pro-active in innovating new outcomes for the shared good. They will engage once-off, periodically or on an on-going basis as required to achieve common goals.

LEVELS OF

COLLABORATION MATURITY

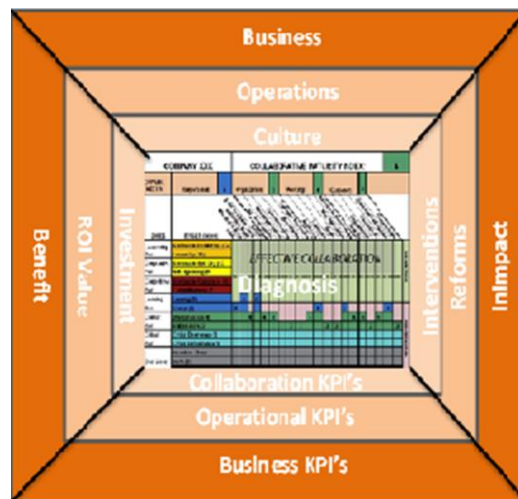
- Leadership
- Competitive Advantage
- Competitive
- Learning
- Comfort
- Critical
- Dead

Continuum of

organization Maturity

At one end of the spectrum we have the highly intelligent organic organization that continually innovates and adapts to maintain a leadership position in their segment and maximize value for stakeholders. These are learning organization's with strong values and collaborative behaviors.

At the other end of the spectrum is an organization in the critical zone which may have lost all inertia internally and will fail unless there is an intervention to create inertia.



Introduction

The purpose of this paper is to provide the reader with some tools and techniques which will accelerate their organization's performance, towards the leadership position in their space, enabling significant changes in how people work and collaborate. In addition to ensure that investment in social collaboration platforms gains maximum traction and avoids the major pitfalls.

Underpinning the approach is recognition that collaboration and collaboration maturity are complex human behaviors and, that deployment of social connection platforms to release an organization's talent will not deliver unless they are underpinned by very high levels of organization maturity and learning.

There has been a general recognition in business that there is a strong Organization Development (OD) element to accelerating collaboration, however there is a tendency to be driven by the simple definition of collaboration behaviors such as "it's about trust, sharing of goals and communications" and using SNA measurements as indicators. The reality is there are 20 core OD dynamics that influence collaboration maturity and outcomes, and in the paper we introduce a simple diagnostic to measure these so that personal, organization and platform development can be aligned for maximum traction.

The top five pitfalls for collaboration deployment

1. Failure to sufficiently recognise that we are enabling a **change in how people work** together and as such the deployment of collaboration strategies and platforms is an important organisation development activity.
2. Failure to recognise that collaboration is a **human activity** and human system activity; it's about people, their style, their behaviours, their motivations and their incentives.
3. Deployment of social media collaboration platforms are often **treated as an IT** or System upgrade **projects** rather than core business change initiatives.
4. Failure to create an explicit and strong **connection to the business case**, goals and KPI's of the business in the eyes of the stakeholders.
5. The absence of a suitable **framework to deploy** a collaboration strategy and *attain the target ROI*.

Though there are many other pitfalls they are generally covered if we adopt a collaboration strategy that addresses the top five pitfalls. So we can say that the critical success factors for successful deployment of a collaboration strategy and platform are as follows:-



20 Collaboration Dynamic

Constructs

Interpersonal

- Trust
- Sharing of Aims
- Collective Responsibility
- Competence Confidence
- Culture

Organization

- Management Involvement
- Self-Organization
- Communications
- Boundaries
- Business Process

Working

- Autonomy
- Feedback
- Goals
- Motivation
- Attitude to social media

Customer

- Results
- Engagement
- Connectivity
- Satisfaction
- Communities

Four Levels of collaboration

KPI's

1. Primary Business KPI's
2. Operational KPI's
3. Collaboration & SNA KPI's
4. Collaboration Maturity Indices

Critical Success Factors for collaboration Programs

1. **Establish the business case for collaboration** up front and identify how the organisation will demonstrate that performance meets or exceeds the business case.
2. **Define the collaboration OD strategy across the business that** connects the business case with individual and organisation development plans.
3. **Measure the collaboration maturity across the organisation;** it becomes the base-line for selecting and deploying the level and type of interventions and actions that will allow maximum traction for new ways of working and the platform.
4. **Integrate the social media collaboration platform Adopt an overall collaboration Framework/Methodology** to pull together the components of the collaboration strategy and allows the stakeholders to engage and influence.
5. **Project into the overall strategic OD program.** Aligning the enablement of features and functions with the other interventions that reflect the level of organisation and individual learning.

The Collaboration™ Methodology



Methodology Overview

The overall methodology is a roadmap and a set of tools, processes, templates and guides designed to successfully guide an organization through the process of strategic change. Moving it towards creating a leadership zone position where the collaboration maturity is creating sustainable strategic and operational leadership. There are six core method domains. The domains have the following functions:-

- *Business Domain:* - Building the business case and the Benefits Realisation process.
- *Facilitation Domain:* - Creating the process and structures to organise for success.
- *Diagnosis Domain:* - Establishing a baseline organisation maturity for collaboration.
- *Strategy Domain:* - Refining the goals and approach to execution
- *Programs Domain:* - Creating and managing the calibrated and integrated projects (People, Organisation & Platform)
- *Progress Domain:* - Creates the integrated metric program to monitor achievement and activity

Collaboration Program Interventions and Costs

Organization Development

- Program Leadership & Management
- Coaching, Mentoring & Support (Time and Expertise)
- Training & Workshop Design & Delivery
 - Leadership
 - Management Development
 - Communications skills
 - Assertiveness skills
 - Facilitation Skills
 - Team Development
 - Creativity & Innovation
 - Writing skills

Tools & Platform

- Make, Buy, Use or Rent
- Features and Functions (Blog, Profile, Wiki...)
- Project Management
- Infrastructure
- Development & Or integration
- User & Technical support
- Mediation & Facilitation
- Training

Collaboration Program Steps

1. **Diagnosis;**
2. **Vision;**
3. **The Business Case;**
4. **Program Planning**
5. **Execution & Facilitation**
6. **Control**
7. **Review**

For additional Information

www.collaborationip.volasite.com

Declan.kavanagh@deckav.com

Myles@holignment.com



CIP™-Business

Objective: - To enable key stakeholders to identify the key business drivers and performance metrics that accelerating collaboration capability is designed to impact, and prepare a business case and a set of business controls to ensure during and on completion of a collaboration program that intended outcomes can be achieved within the investment scope approved.

Approach Recommended: - Workshop & Templates

This domain has three key *deliverables*:-

- The Business Case for Collaboration
- The collaboration KPI Integration Map
- Collaboration Program Metric process



CIP™-Facilitation

Objective: - To identify CSF's & Risks for the overall program and confirm stakeholder commitment, governance and support for all aspects of the program and related investment.

Approach Recommended: - Workshop & Templates

This domain has three key *deliverables*:-

- The program vision & Goals
- The core governance & facilitation structure
- Program Role definitions



CIP™-Diagnosis

Objective: - To scientifically diagnose the level of collaboration maturity within the organization to enable program interventions to be designed at an appropriate and sustainable learning level. In addition to maintain alignment on the 3 core programs (Personal, Organization & Platform).

Approach Recommended: - On-Line

This domain has three key *deliverables*:-

- Collaboration Diagnostic Plan
- Collaboration Maturity Diagnostic report (Actual level, steps for next level)
- Collaboration Maturity Dashboard



CIP™-Strategy

Objective: - Using the findings from the Diagnosis phase the key stakeholders can now refine the overall strategy so that relevant execution-able and integrated programs and metrics can be executed.

Approach Recommended: - Workshop & Templates

This domain has one key *deliverable*:-

- Collaboration Program and Project Statement



CIP™-Programs

Objective:- create the plan, process, tools, KPI's and teams for each of the three key streams and kick off the integrated programs:-

Approach Recommended: - Workshop & Templates

This domain has the following deliverables: - (Normally adopting the organization's standard PM methods)

- Project Plans and Milestones
- Reports and metrics



CIP™-Progress

Objective:- Integrated into the model and referenced above is the need to ensure stakeholders can see progress and connect their actions and behaviors to accelerating collaboration maturity at all levels in the business this will include:-

- Business KPI's
- Operational KPI's
- Collaboration KPI's and Social Network analysis
- Maturity and cultural indicator

Approach Recommended: - PMO & Templates

