



Create business advantage through social collaboration & Platforms.

(5 Pitfalls, 5 CSF's & 6 Steps to collaboration ROI)

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 behaviours 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 behaviours such as "it's about trust, sharing of goals and communications" and using Social Network Analysis 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.

COLLABORATION DEFINITION

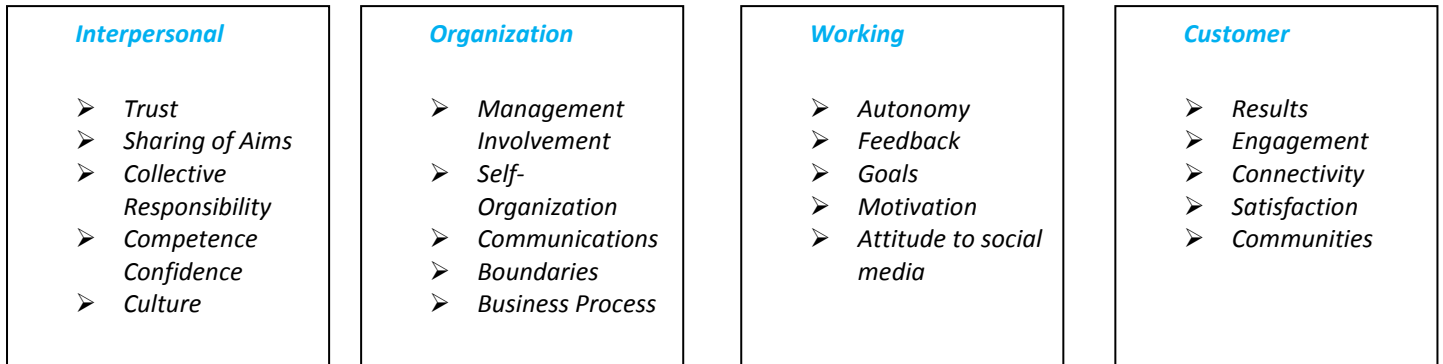
Where individuals & groups share common global goals and, value the specific goals of others within a common framework of the common environment they interact. They are mutually supportive and pro-active in innovating new outcomes for the shared good. They will engage once-off, periodically or on an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

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 are 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 **project** 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 avoided, if we adopt a collaboration strategy that addresses the top five pitfalls.

20 Collaboration Dynamics



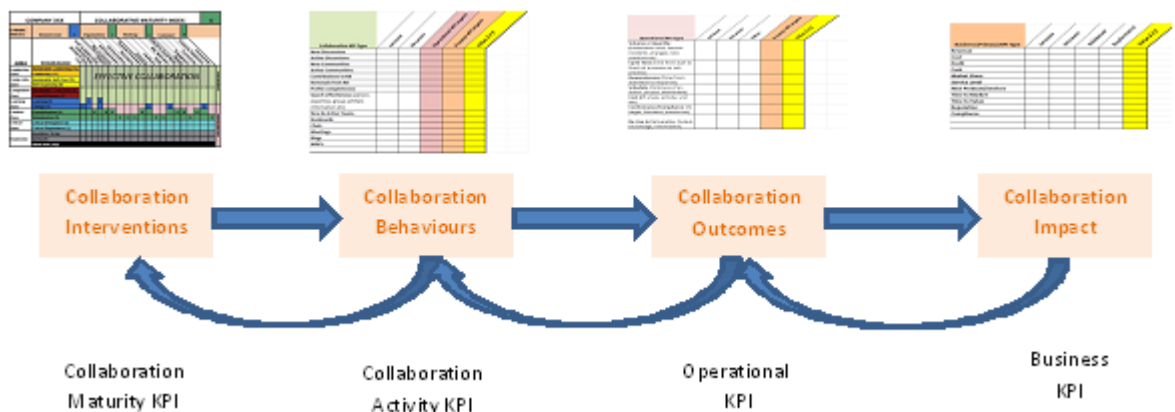
We can now scientifically measure these collaboration dynamics, which will inform us of the collaboration maturity & capability for a group or organisation. The indicators provide significant direction and priorities for the implementation of any social collaboration strategy.

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.

Four Levels of collaboration KPI's

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



The Collaboration Advantage™ Methodology (An Approach)

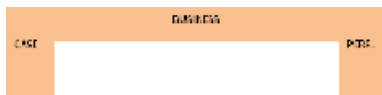


Methodology Overview

The overall methodology is a roadmap and a set of tools, processes, templates and guides designed to successfully steer 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 five 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

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



CPI™-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

CPI™-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



CPI™-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



CPI™-Progress

Objective:- Integrated into the model and referenced above is the need to ensure stakeholders can see progress and connect their actions and behaviours 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

This domain has the following deliverables

- Control & Measurement process (ROI)

