

# Gaining Traction & Results from Collaboration Platforms (The Human Dimension)

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# Agenda

- Why Collaboration?
- How People Collaborate?
- The Psychology Behind it
- How Organisations Learn?
- The Science Behind it
- A Framework for Collaboration Programs
- Diagnosis of Collaboration Maturity
- The Business Case Framework

*COLLABORATION SOFTWARE + COLLABORATION MATURITY = COLLABORATIVE PLATFORM*



# Why Collaboration?



# What is Collaboration?

“Collaboration is a recursive process where two or more people or organizations work together in an intersection of common goals — for example, an intellectual endeavor that is creative in nature—by sharing knowledge, learning and building consensus” (Wikipedia)

*Collaboration is fundamentally an interpersonal activity and can be observed not only by results but by behaviors, processes, leadership and culture.*



# Why Consider Collaboration ?

- Known and accepted benefits
  - Speeding up Responsiveness
  - Facilitating Innovation
  - Enhancing Learning
  - Growing the competence mass of the organization
  - Increasing the capacity and speed of organizational intelligence
  - Improving Involvement and Sharing Responsibility
- Knowledge economy evolution
- Can release talent
- Social Media Phenomenon
- The new workforce entrants
- Established market with challenges



# What are the challenges ?

- Organisation recognition that collaboration is about human behaviours in the system.
- Preparing a business case and tracking benefits
- Fundamental changes in how an organisation works.
- Selecting & Deploying a platform  
(Proprietary/Public)
- Managed as IT projects rather than OD projects.
- Interventions not aligned with Organisation Maturity.



# How People Collaborate?

- Nature (Survival) versus Nurture (Secure)
- Pre disposed to collaborate (More than one)
  - “I cant do on my own..It would be better to do with ...It would be more enjoyable to do with..”
- Desire to seek
  - “Common goal..common interest..like minded..newness...”
- Social
  - “Collegiate..Friendship..Security..Interaction..stimulation..Reaction..”
- Style
  - “communication..Ideas..Building..challenging..testing...”



# What influences people to collaborate or not ?

- Pride
- Ego
- Fear
- Trust
- Reward
- Risk
- Personality
- Politics
- Perception
- Norms
- Values
- Environment





# Now we look at an organisation of People

- Vision & Mission
- Goals & Objectives
- Structure
- Management & Leadership
- Individuals & Groups
- Physical Environment
- Style
- Range of Stakeholders
- Processes
- Systems
- Values
- Culture
- Macro environment
- Integrative or Dis-Integrative
- Aligned or un aligned
- Congruent or incongruent
- Stable or Unstable



# Organisations Learning



# How Organisations Learn ?

- There are many theories and Models
- Theories (some !)
  - **Argris & Schon (1978)** looks at expected outcomes versus actual caused by action and also influences on action culture etc.
  - **Kim (1993)** looks at information flows
  - **Nonaka & Takeuchi (1995)** looks at Tacit (personal, context, subjective) and Explicit (Formal, Systematic) Knowledge
  - **Bontis & Serenko(2009)** look at Managerial Leadership & Employee sentiment as Key
  - And many more.....



# How organisations Learn ?

- Well much like People
- There is good learning and bad learning (habits)
- But some features (Kavanagh 2011)
  - Someone we believe tells/instructs us (Guru, Mentor, Leader or Trainer)
  - Individuals learn the same thing together and practice
  - Individuals, Groups, Organisation have a positive or negative experience and take action as appropriate
  - There is a program of Organisation learning as part of our strategy ,vision, plan, needs analysis, interventions, phases etc.
  - We institutionalise the good learning through policies, procedures, training, systems etc.



# How organisations Learn?

- Organizational Learning is structured like the learning of any other human system
- Human-system learning is ideally phased through the 7 levels of that structure as modelled
- The Holignment model integrates levels of human-system learning revealed from different sciences
- Pitching interventions beyond the learning level of the organization means no traction, and leads to 50% failure rates in O-D and growth strategies
- Interventions should be pitched at an org's learning level, or relevant learning should be raised accordingly
- Phased learning means sustainable growth, integrated interventions, and no catastrophic loss of performance

*(Dr. Myles Sweeney)*

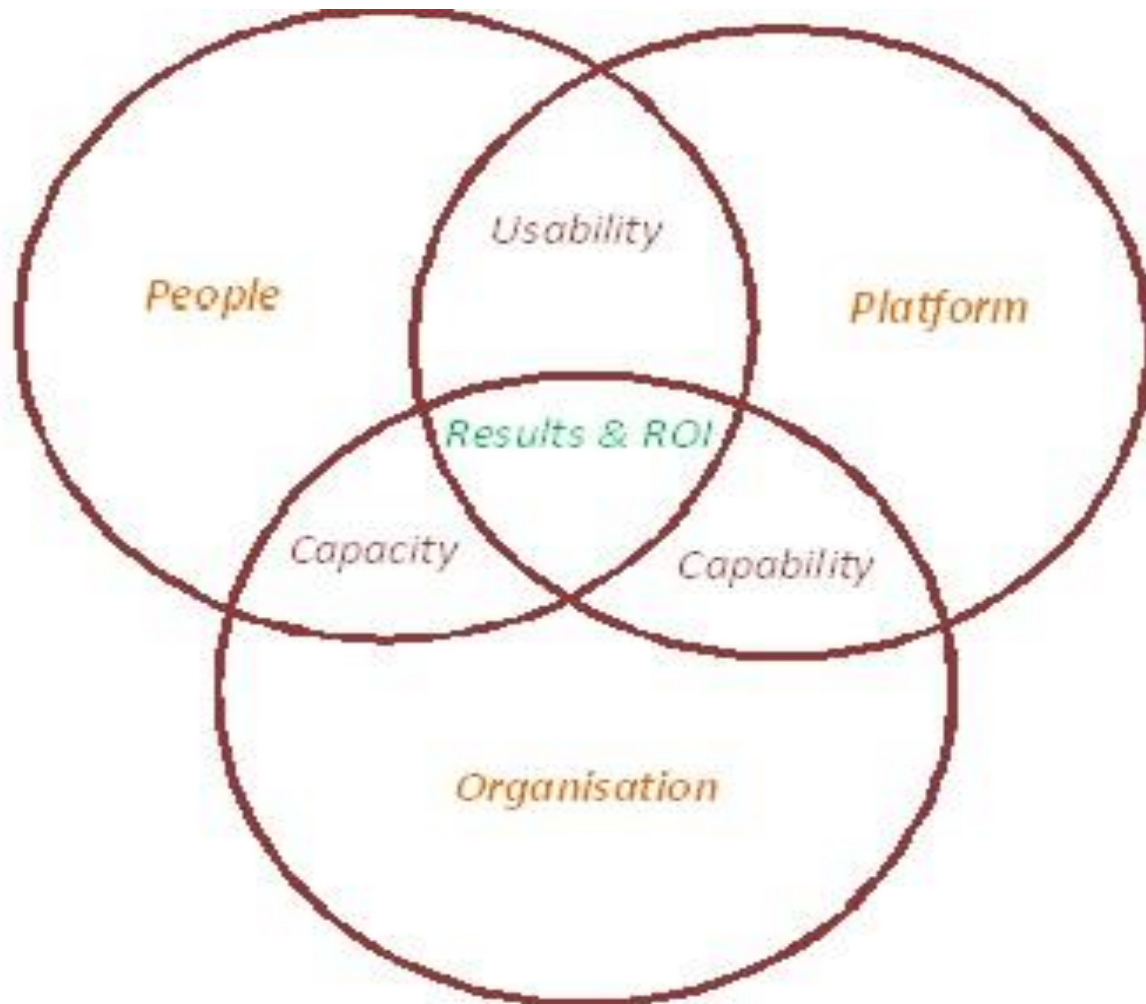


# Mid Presentation Conclusions

- Organisations have complex systems including the human system.
- There are similarities between the way people and organisations learn.
- Individual & Group behaviour ultimately determine the outcomes and successes
- Accelerating collaboration outcomes normally requires change and all that goes with it.
- The level and type of interventions to accelerate the change will depend on the current collaboration maturity.



# A simple view



*"In real life the circles don't line up nice and symmetrical"*



# So what does this mean for collaboration?

- People are central
- Organisations are complex
- Change is frequent
- Collaboration is an Organisation Development activity
- We must create a system and culture of collaboration before we can maximise ROI
- Platforms can be powerful



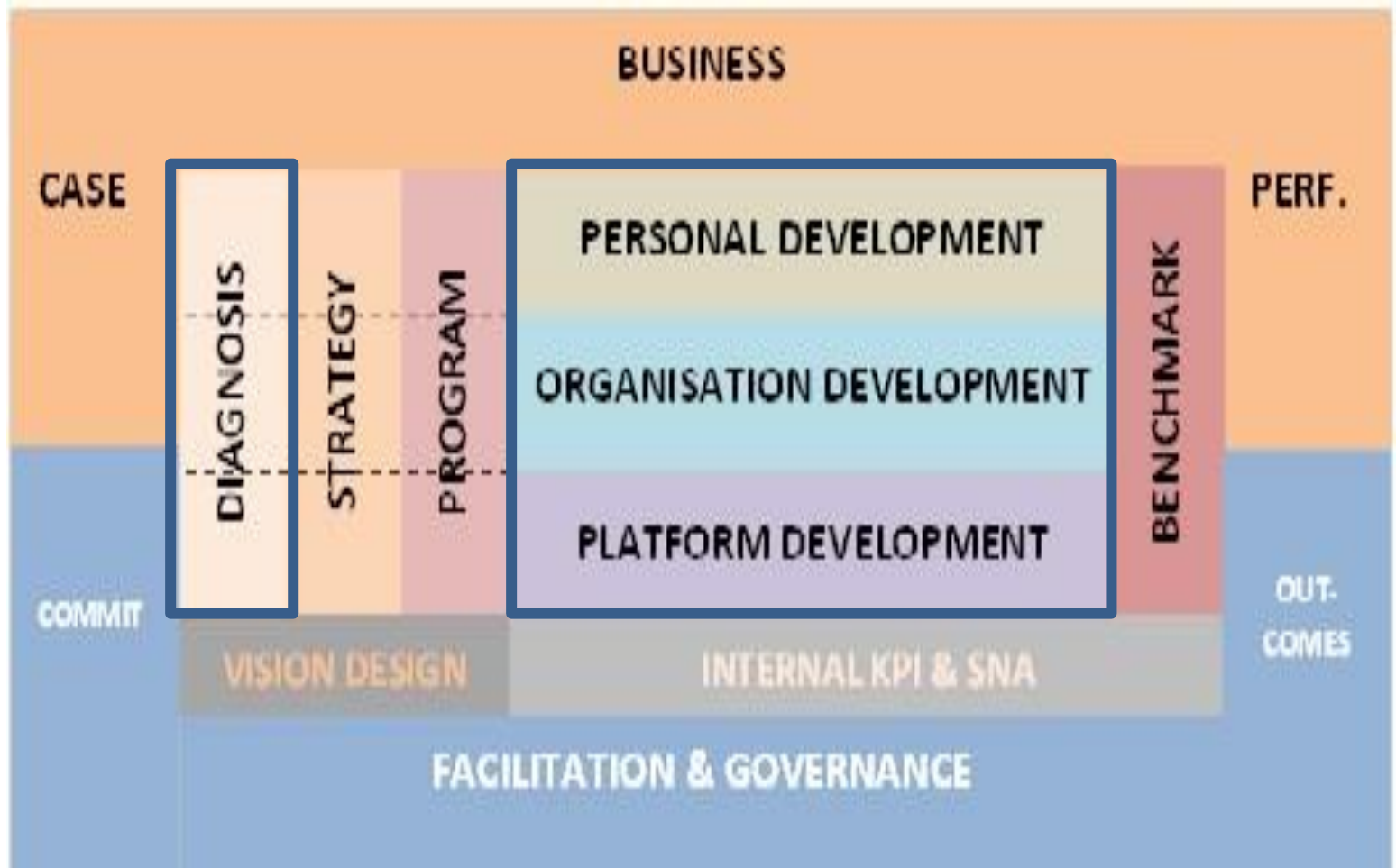


# Help is available

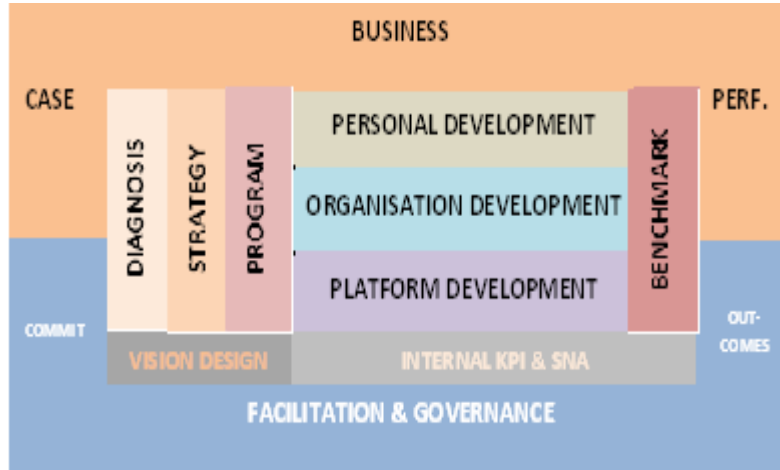
- Use a simple framework and set of tools
  - They inform you on the organisations collaboration maturity.
  - They provide a road map to design and execute the program of interventions
  - They connect the 3 intertwined strands (people, organisation, platform) with the business goals



# A Framework



# CollaborationIP a Solution



## Framework

- Process, Tools, Guides, templates.
- Creates OD and IT integration
- Aligns OD & IT interventions
- Metrics & Benefits Realisation
- Engages organisation in change

COMPANY XXX		COLLABORATIVE MATURITY INDEX:				4
DYNAMIC INDICES:	Interpersonal: 5	Organization: 3	Working: 4	Customer: 4		
		Conf. in others (cont.)	Self-Organization	Business Processes	Attitude to Social Mind	Customer Satisfaction
		Collective Responsibility	Communication	Autonomy	Mgt. Motivation	Engagement
		Sharing of Time	Trust	Feedback	Goals	Connectivity
						Community
ZONES	STAGES (Scores)	EFFECTIVE COLLABORATION				INTEGRATION
Leadership Zone	Sustainable Leadership (12)					
Comp. Adv. Zone	Leadership (11)					
	Sustainable Self-Org. (10)					
	Self-Organizing (9)					
Competitive Zone	Sustainable Competness (8)					
	Competitiveness (7)					
Learning Zone	Learning (6)	6	6			
	Change (5)	5		5	5	5
Comfort Zone	Destabilisation (4)	4	4	4	4	4
	Stabilisation (3)		3	3	3	3
Critical Zone	Critical Divergence (2)					
	Critical Dependence (1)					
Dead Zone	Insulation (0.n)p					
	Inertia (0)					
	Black Hole (-n)p					

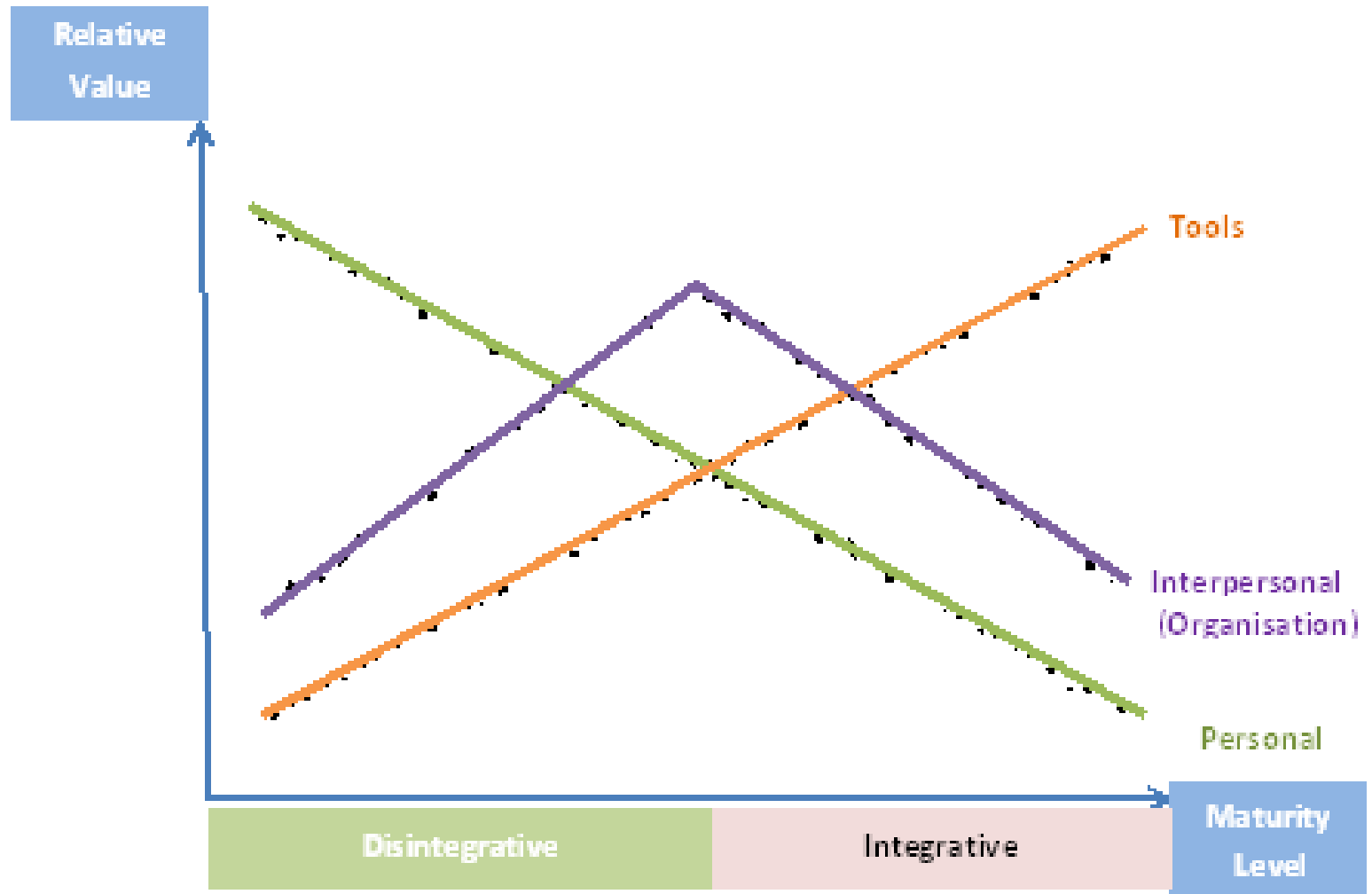
## Diagnosis & Maturity

- Based on core OMI Research
- 7 Levels & 20 Dynamics
- Next action report
- Benchmark capability
- On-Line



COMPANY XXX			COLLABORATIVE MATURITY INDEX: 4																								
DYNAMIC INDICES:	Interpersonal: 5	Organization: 3	Working: 4	Customer: 4																							
ZONES	STAGES (Scores)	Conf. in others' Resp. Sharing of Aims Trust	Mgt. Involvement Culture	Self-Organization	Communications	Business Processes Boundaries	Autonomy	Feedback	Attitude to Social Mgt. Motivation Goals	Customer Satisfaction Engagement Results	Connectivity	Communities															
Leadership Zone	Sustainable Leadership (12) Leadership (11)	<b>EFFECTIVE COLLABORATION</b>										INTEGRATION															
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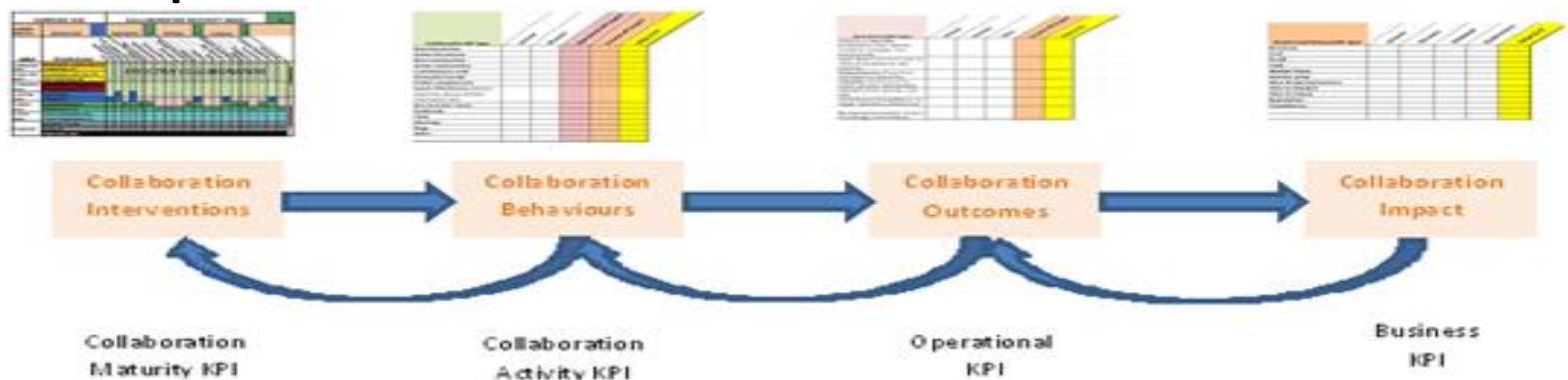
# Calibration for ROI



# Business Case & Benefits Realisation

- Be clear on the driver(s), Goal(s), KPI(s)
  - **Quantitative (Financial)**
    - Return – Investment (Cost) = Financial gain (Over time etc.)
  - **Quantitative (Non-Financial) - examples**
    - Service Level Improvement, Market Share, Productivity, New Products
  - **Qualitative**
    - Morale, Satisfaction, Working environment etc.

## • Map Metrics





**COLLABORATION MATURITY + COLLABORATION S/W  
= COLLABORATION PLATFORM**

## **Customer Benefits**

- The people are central to adoption
- Interventions are at the right learning level
- Business case and value can be tracked
- Faster adoption and output from technology.
- Accelerates Innovation, Productivity, Knowledge & Information Mgmt.



# Conclusions

- Collaboration & Platforms are powerful
  - Release Talent
  - Change the way we work
- Complex human systems at work
- Traction & ROI can be accelerated by:
  - Diagnosis of maturity
  - Integrated & Aligned program (people, organisation & Platform)
  - Having a Framework/Roadmap





# Thanks

For more information on CIP Framework &  
On-Line diagnosis, report & dashboard.

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For copy of presentation

[www.collaborationip.yolasite.com](http://www.collaborationip.yolasite.com)

