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***Build. Retain. Grow.***

**VIRTUAL**

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# Maximizing Benefit - Using Building Blocks of Effective Collaboration



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# Logistics

- 30-35 minutes of presentation
- 10-15 minutes for Q&A
- “Hard stop” at 45 minutes
- Please use chat to submit your questions which will be addressed after the presentation
- Please use chat to alert for any A/V issues

## Why Collaborate

*Many of today's most important challenges are so complex and multifaceted that they can only be tackled by teams of experts from disparate domains. To solve them, professionals must be able to harness ideas, people, and resources from across disciplinary and organizational boundaries.*

Reference: ["How to Capture Value from Collaboration, Especially If You are Skeptical About It"](#)

Heidi K. Gardner and Herminia Ibarra, Harvard Business Review, May 2, 2017

*What distinguishes companies that have built advanced digital capabilities? The ability to collaborate. Research finds that a focus on collaboration is central to how digitally advanced companies create business value and establish competitive advantage. These companies recognize that digital transformation blurs – and sometimes obliterates – traditional organizational boundaries and demands a focus on cooperation and collaboration that is unprecedented for most enterprises.*

Reference: MIT Sloan Management Review

# Some of the More Successful Collaborations

## The US Declaration of Independence

On June 11, 1776, Congress appointed a "Committee of Five", John Adams of Massachusetts, Benjamin Franklin of Pennsylvania, Thomas Jefferson of Virginia, Robert R. Livingston of New York, and Roger Sherman of Connecticut, to draft a declaration.

## The National Football League

On August 20, 1920, a meeting was held by representatives of the Akron Pros, Canton Bulldogs, Cleveland Indians, and Dayton Triangles at the Jordan and Hupmobile auto showroom in Canton, Ohio. This meeting resulted in the formation of the American Professional Football Conference (APFC), to "raise the standard of professional football in every way possible, to eliminate bidding for players between rival clubs and to secure cooperation in the formation of schedules". The NFL is now the wealthiest professional sport league by revenue in the world

## Bluetooth SIG

In 1996, three industry leaders, Intel, Ericsson, and Nokia, met to plan the standardization of a short-range radio technology to support connectivity and collaboration between different products and industries. It is estimated as many as 10 billion Bluetooth devices were shipped worldwide by the end of 2018.

# What is collaboration?

## *Many definitions...*

- to work jointly with others or together especially in an intellectual endeavor [Webster]
- the action of working with someone to produce or create something [Dictionary.com]
- the process of two or more people or organizations working together to complete a task or achieve a goal [Wikipedia]



## Our Working Definition of Collaboration

- Collaboration is a way of working that attracts and involves people outside of one's formal control, organization and expertise to accomplish common goals
- Collaboration is *structured* and *formal*
- Collaboration *is not*
  - A “style” that trumps leadership
  - “Cross-selling” new services or products
  - Always the answer – mission drives approach

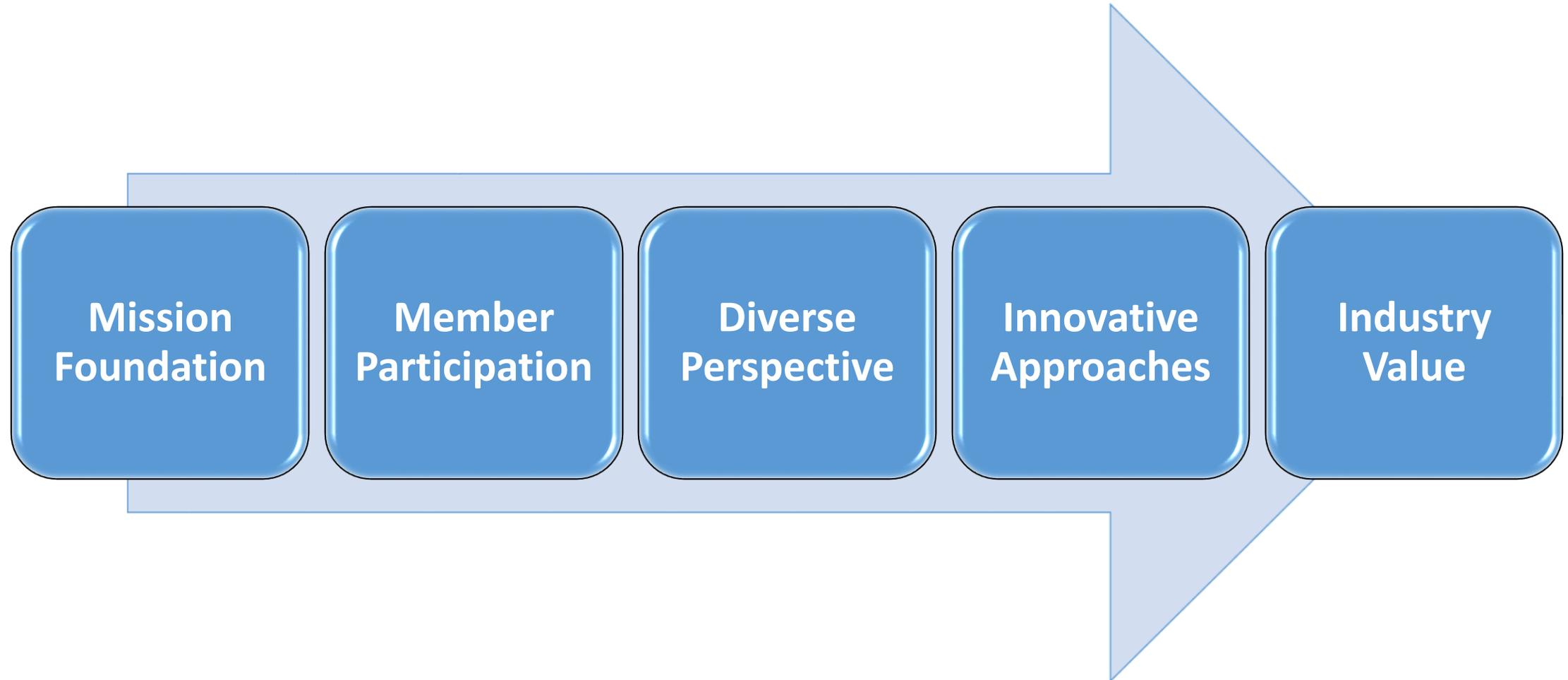


# The Three Key Values of Effective Collaboration

1. Participants: Sense of True Belonging
2. Organization: Increased Resourcing and Output
3. Market (Industry): Impact and Visibility



# Traits of Effective Collaborations



# Typical Technology Collaboration Outcomes

Best  
Practices

Standards

Reference  
Codes

Proof of  
Concept

Use Cases

Pilot  
Programs

Certification  
Program

Market  
Outreach

Market  
Education

# Collaboration Building Blocks

1. Well Defined Mission

2. Clear Deliverables

3. Commitment

4. Structure for Success

5. Flexibility by Design

6. Engage Experts



## Building Block #1 – Well-Defined Mission

- Most important! Keeping the mission clear and at the fore of all activities
- Examples of well-defined and understandable missions:
  - American Red Cross - prevents and alleviates human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors
  - Lamaze International - to advance safe and healthy pregnancy, birth and early parenting through evidence-based education and advocacy
  - Applied Client Network - is a peer-to-peer support group driving participant's successful usage of the Applied Systems technology
- These organizations all have one thing in common; every program they launch and operate contributes directly to fulfilling their respective missions..



## Building Block #2 – Clear Deliverables

- Stephen Covey made famous the principle of “begin with the end in mind” in his book *Seven Habits of Highly Effective People*
  - To say it another way, if you aim for nothing, you will hit it every time
- That principle holds for effective collaboration
- Effective collaboration requires a clear definition of the intended result that is consistently and continuously understood by the team members throughout the organization or project



## Building Block #3 – Commitment

- A well-articulated mission and end-goal will not be accomplished without committed people willing to work together and representing diverse perspectives
- Securing and maintaining participation is a universal and constant challenge
- Best Practice – align activities with volunteer’s “day jobs”
- Consider “Filling the Gaps” with support staff, however...
  - this can limit the diversity and creativity found in a broader base of participants



## Building Block #4 – Structure for Success

- Confusing variety of forms to consider - partnerships, LLCs, joint ventures, industry associations, technology alliances and consortia, and more
- Use the requirements of the previous 3 building blocks to help determine “best” form
- Questions to build consensus:
  - Can we best fulfill the mission using collaboration?
  - What new service can the collaboration produce?
  - Can we actively engage members?
  - How can we maximize adoption and recognition?
  - What “outside” help do we need to think creatively?



## Building Block #5 – Flexibility by Design

- Change is constant - When designing a collaboration consider:
  - Flexible yet repeatable methodology for clarifying mission and context
  - TQM-like confirmation/course correction
  - Gathering and adjusting for the right set of committed participants
- Software industry example – Agile project management



## Building Block #6 – Engage Experts

Experienced Collaboration Experts can ensure effective collaboration and timely result by...

- Guiding the formation discussion to work through and identify the ‘best’ structure and the execution processes
- Shortening time to get ramped up and launched
- Leveraging lessons learned from previous successful collaborations
- Steering around and past many “pitfalls and potholes”
- Handling operational details and free volunteers to focus on the most critical work
- Shepherding the work and track milestones for completion of outputs
- Saving time, energy and money



## Final Thoughts



Evaluate through the “lens” of collaboration



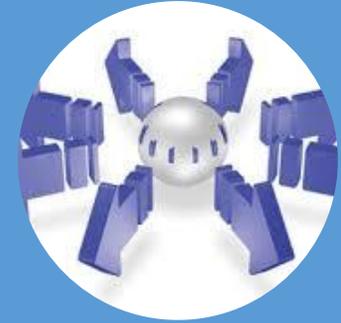
Map to existing participant engagement and new participant recruitment opportunities



Explore partnerships and relationships to diversify perspective and to identify fresh approaches



Start small with a committed core team, set achievable goals and show results/value



Deliver on promise  
Use success to expand and grow

**Engage Collaboration Experts to Facilitate Any or All**

# Thank You for Listening!

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