

Collaboration: The Act of Swimming for Survival

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Editors Ink

Discussion

- **What kind of project were you asked to collaborate on?**
- **What kind of people did you work with on your collaborative project?**
- **What were the pluses of working together?**
- **What problems, if any, did you encounter?**

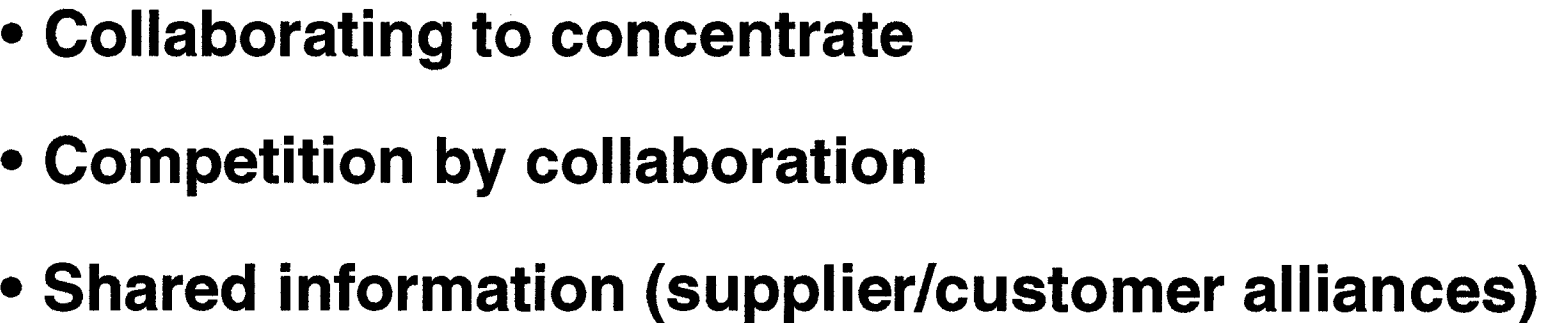
**Since the early 1980s,
downsizing is a fact of
corporate life.**



**“I know that once we've
positioned ourselves as a
competitive company, my job
won't exist anymore.”**

**Jim Eibel
VP of Sales and Service
Illinois Bell
Fortune, April 5, 1993**

Compressed Time-To-Market

- **Collaborating to concentrate**
 - **Competition by collaboration**
 - **Shared information (supplier/customer alliances)**
- 



**“Collaboration is like
romance...
It can't be routine and
predictable.”**

**Michael Schrage
*Shared Minds:***

The New Technologies of Collaboration

Sink

- **Corporate downsizing**
- **Intense competition**
- **Compressed time-to-market**



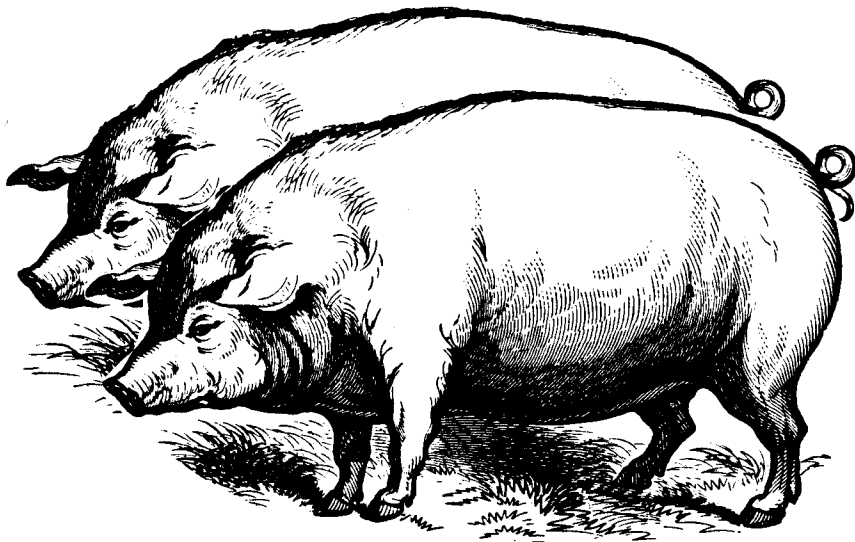
or

Swim

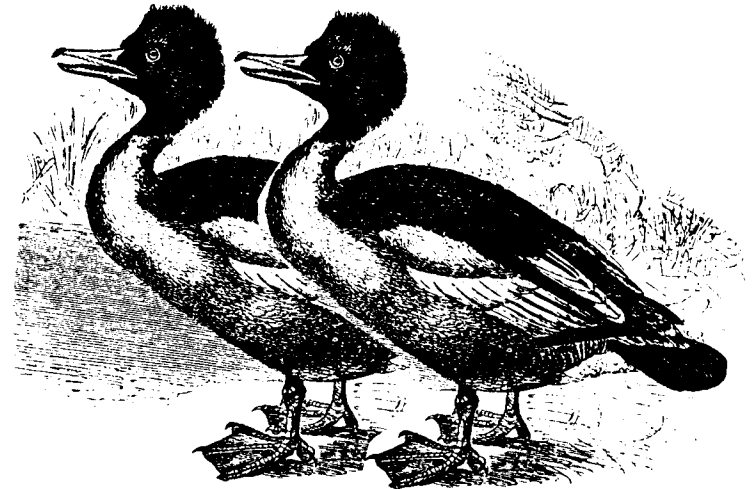
- **Collaboration**
- **Partnering**
- **Benchmarking**

Team

1. A brood of young animals, especially of ducks or pigs



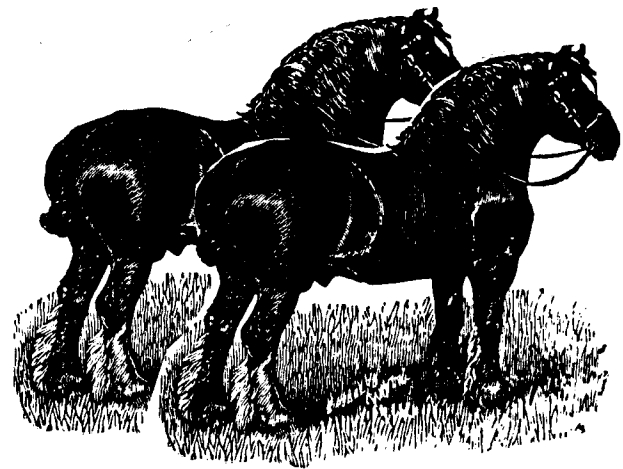
Webster's Unabridged Dictionary



Team

2. Two or more horses, oxen, etc.
harnessed to the same vehicle or plow

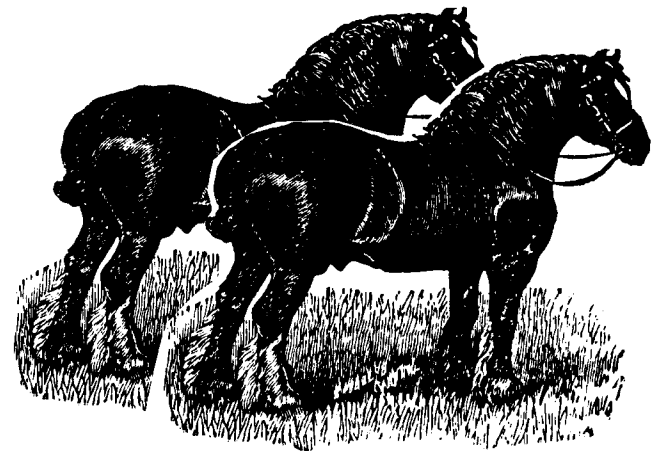
Webster's Unabridged Dictionary



Team

3. (a) Two or more draft animals and their vehicle
- (b) One draft animal and its vehicle

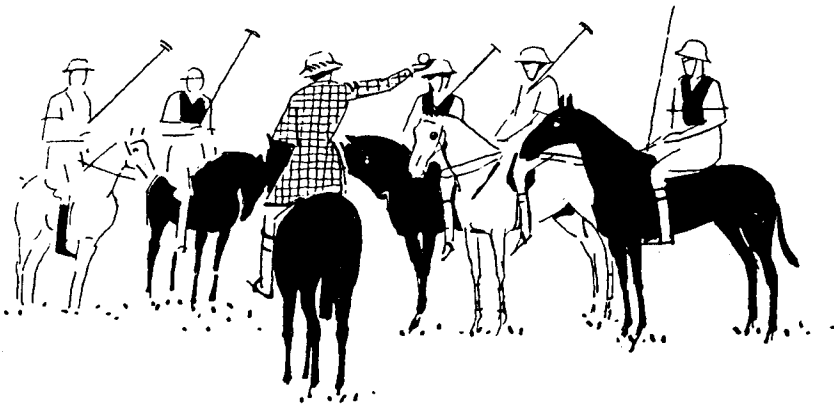
Webster's Unabridged Dictionary



Team

4. A group of people working or playing together

Webster's Unabridged Dictionary



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APRIL 5, 1992

\$3.95

FORTUNE

MANAGING AMID CHAOS

The corporate world seems to be going crazy, as companies cut costs but demand more. Here's how you can weather the storm.

Teamwork

1. Joint action by a group of people, in which each person subordinates his individual interests and opinions to the unity and efficiency of the group; coordinated effort, as of an athletic team
2. Work done by or with a team

Webster's Unabridged Dictionary

Collaboration

1. The act of performing work or labor together; especially literary work or scientific research
2. Cooperation with the enemy

Webster's Unabridged Dictionary

Collaboration Is...

- **Demonstration of interpersonal skills**
- **Cooperation with the enemy**
- **Product-driven**
- **Buy-In**
- **Communication**
- **Resourcefulness**
- **Interactive process**
- **Shared knowledge**
- **Risky**

Collaboration

Teamwork

Short-term partnership

Members remain the same

Expertise required

Membership pre-determined

Communication is
media-driven

Communication is
place-sensitive

Temporary alliance
with a coordinator

Leadership assigned;
assignment-driven

To Collaborate...Or Not

Element	Collaborate	Traditional Methods
Product	High visibility	Low visibility
Type of user	External	Internal
Type of project	Marketing tool	Limited distribution
	Special project	Subject to routine revisions/updates
Timeframe	Quick turnaround	Regularly scheduled
		...more

To Collaborate...Or Not

Element	Collaborate	Traditional Methods
Contents	Must cross organizational lines	Within department
Staffing	Unbudgeted	Identified & budgeted
	Small group only	Small or large group
Skill level	Specialists, with an eye for overview	Generalists
	High-level expertise	Existing specialized data
	Complementary	Single-focused
		...more

To Collaborate...Or Not

Element	Collaborate	Traditional Methods
Leadership	Coordinator	Supervisor Project Manager Project Lead Team Leader
Organizational boundaries	No restrictive boundaries	Organizational boundaries imposed
	Few SOPs	SOPs applied
	Not within formal reward/recognition structure	Traditional merit awards apply
...more		

To Collaborate...Or Not

Element	Collaborate	Traditional Methods
Decision-making	Consensus not required	Consensus required
Type of documentation	Proposals Strategic plans Annual reports Journal & trade articles House organs Data sheets Some training manuals Some policies & procedures	Updates Revisions Newsletters

Sense of Urgency and Enthusiasm



What Does Work

Set clear expectations for each member.

Harmony is better when everyone has equal skills, say as a writer or developer.

Cross-fertilization—not conflict

Brainstorming

Conclusion

Hang Loose

But

Stay Alert

