



Welcome to the
TOOLS & PRACTICES WORKSHOP

April 10, 2015

CENTER FOR INNOVATIVE CULTURES

Collaborative Tools for Distributed Teams:
Consciously Enabling High-Performing Organizational Cultures across
Geographical, Organizational, and Functional Boundaries

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BrainJolt

Introductions

- Name
- Organization
- Function/Role
- Do you collaborate across geographical, organizational, or functional boundaries?
- What collaborative tools does your organization currently use?

Culture Across Boundaries

- High-performing organizational culture
- Build resilience
- Geographical, organizational, functional boundary crossing
- Intentionally design collaborative processes
- Select collaborative tools
- Highly productive, engaged teams

Key Takeaways

- Recognize cultural discontinuities and challenges when crossing boundaries
- Foster high-performing collaborative culture with Design Thinking
- Build trust and culture through intentional design of collaborative processes and tools

Ways of Working Together



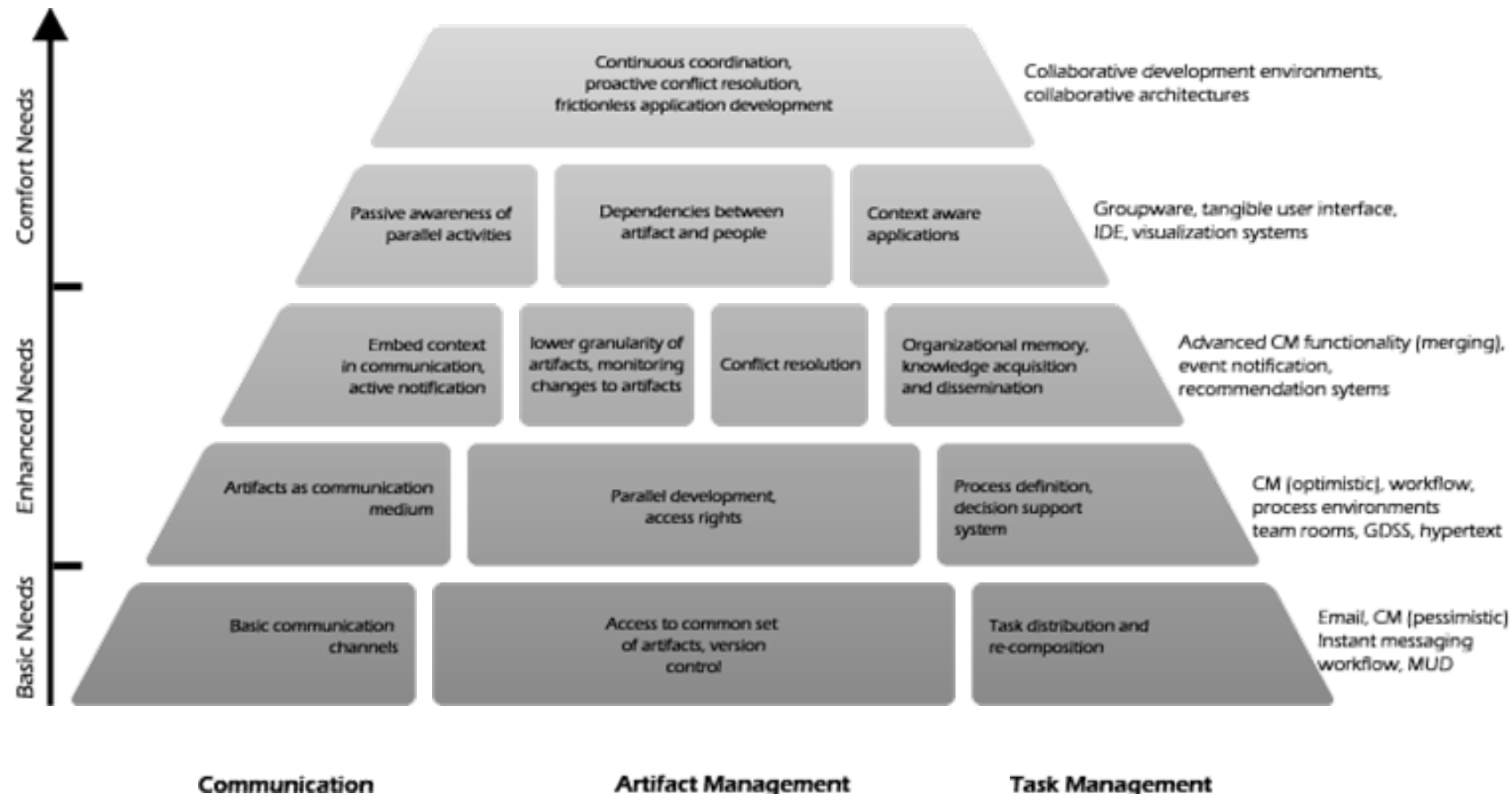
3 C's

Essential Elements	Cooperation	Coordination	Collaboration
Vision and Relationships	Basis for cooperation between individuals, may be mandated. Organizational mission & goals not considered. Interaction as needed/no time limit.	Individual relationships supported by their organizations. Mission & goals of organizations reviewed for compatibility. Interaction usually around one specific project or task.	Commitment of organization fully behind the individual. Common, new mission & goals created. One or more projects undertaken for longer-term results.
Structure, Responsibilities, and Communication	Relationships informal, each organization functions separately. No joint planning required. Information conveyed as needed.	Organizations assume needed roles but still function separately. Some project specific planning required. Communication roles established, channels for interaction created.	New structure and/or formal division of labor created. Comprehensive planning required including measures of success. Many levels of communication & channels for interaction created.

3 C's (cont.)

Essential Elements	Cooperation	Coordination	Collaboration
Authority and Accountability	Authority rests solely with individual organizations. Leadership is unilateral and control is central. All authority and accountability rests with each organization.	Authority rests on each organization but there is coordination. Some sharing of leadership and control. There is some shared risk, but most authority and accountability rests with each organization.	Authority is determined by the collaboration to balance ownership. Leadership is dispersed and control is shared and mutual. Equal risk is shared by all organizations.
Resources and Rewards	Resources are separate.	Resources acknowledged and can be made available for specific project. Rewards mutually acknowledged.	Resources pooled or jointly secured for long-term effort. Organizations share in the products: more is accomplished together than individually.

Collaboration Need Hierarchy



Note: CM = Content Management, MUD = Multi-User Dungeon (multi-player real-time virtual world), GDSS = Group Decision Support System, IDE = Integrated Development Environment.

“A Need-Based Collaboration Classification Framework”, Sarma et al.

Patterns of Collaboration

Generate	Move from having fewer to more concepts
Clarify	Move from less to more mutual understanding about a concept
Organize	Move from having less to more understanding of the relationships among concepts
Reduce	Move from having many concepts to a focus on a few deemed worthy of further attention
Evaluate	Move from less to more understanding of the benefit of concepts toward attaining a goal relative to one or more criteria.
Commit	Move from less to more commitment among stakeholders about an action toward the stated goal

Design Thinking Mindsets

- Show
- Human Values
- Clarity
- Experiment
- Mindful Process
- Action
- Collaboration

Beginner's Mind

- Observe, don't judge
- Question -- "why?"
- Be curious
- Look for patterns
- Listen and absorb

Empathize

- Human-Centered Design foundation
- To empathize --
 - Observe
 - Engage
 - Immerse
- Personas
- Empathy Maps

Empathy Map

SAY:

DO:

THINK:

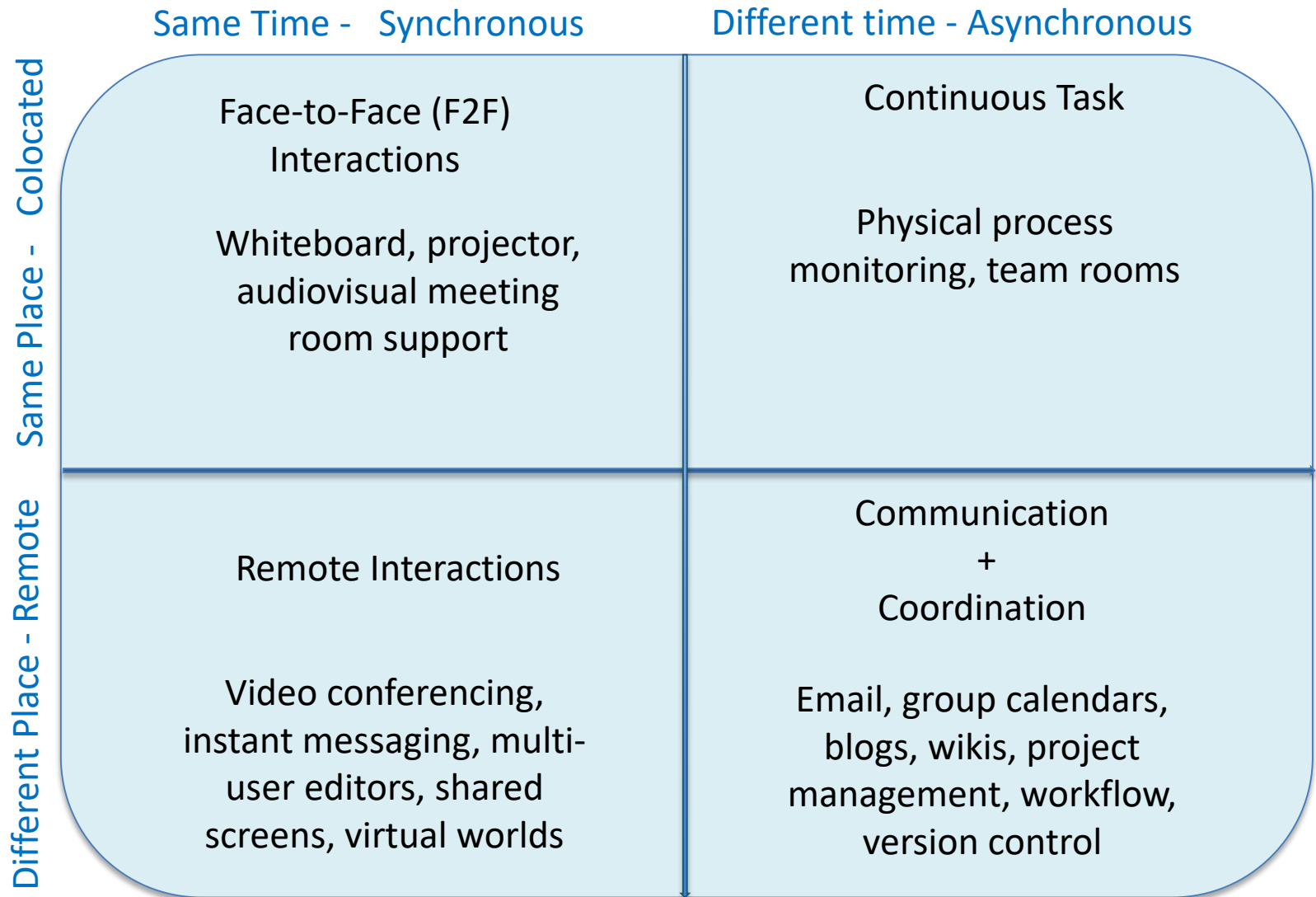
FEEL:

Scenario Mapping

As-Is:

To-Be:

Temporal/Spatial Taxonomy



Modalities – Text, Voice, Graphics, Video

Collaborative Note-Taking

The screenshot shows the Hackpad interface for the 'GWC Big Tent Home Pad'. The top navigation bar includes a home icon, a search icon, the text 'HACKPAD', and icons for editing, settings, and sharing. Below the bar, it says 'LATEST CHANGE 5 MONTHS AGO' and 'GWC BIG TENT'. The main content area has a heading 'GWC Big Tent Home Pad' and a welcome message: 'Welcome to the home base for the Great Work Cultures hackpads! We use these pads to take collaborative notes during our calls and to create documents we wish to share or work on together. We also have an online community at http://www.Mightybell.com, where we share ideas, links, etc. and engage in online conversation.' Below this are two links: 'GWC MaestroConference Line Call-in Information' and 'GWC Digital Ecosystem and New Member On-ramping Reference'. A sidebar on the right shows a search bar, a list of users (Ben Roberts, Suzanne Daigle, etc.), and a list of collections (Line C..., ND NEW..., etc.).

HACKPAD

LATEST CHANGE 5 MONTHS AGO

GWC Big Tent Home Pad

Welcome to the home base for the Great Work Cultures hackpads! We use these pads to take collaborative notes during our calls and to create documents we wish to share or work on together. We also have an online community at <http://www.Mightybell.com>, where we share ideas, links, etc. and engage in online conversation.

[GWC MaestroConference Line Call-in Information](#)

[GWC Digital Ecosystem and New Member On-ramping Reference](#)

Directory of GWC Hackpads:

Pads Related to Specific Holacracy Circles

- [Big Tent Circle](#)
 - [Tactical Meeting Notes](#)
 - [Edited About Section](#)
 - [GWC Statement of Purpose Working Draft](#)
 - [Strategy Conversation Home Pad](#)
 - [Meet-Ups](#)
- [How to Scale Circle](#)
 - [Holacracy Implementation](#)
 - [Tactical Meetings](#)
 - [Holacracy and Infrastructure Meeting](#)
 - [Declaration Project](#)
 - [The Nature and Purpose of the Declaration](#)
 - [Notes from May 7 Call](#)
 - [Great Workplace Wednesdays?](#)

The screenshot shows the Hackpad interface for the 'How to use Hackpad' page. The top navigation bar is the same as the previous screenshot. The main content area has a heading 'How to use Hackpad' and a subheading 'Please play with these features in the Sandbox...'. Below this is a link to the 'Hackpad FAQ'. An introductory tutorial link 'Getting started with Hackpad (3 mins)' is also present. The page is divided into sections: 'Hackpad 101', 'A Pad', 'A Collection', 'A Workspace', 'A Workspace Member', 'A Pad Guest', and 'Pricing'. The 'A Workspace' section includes a list of features: moving between workspaces, creating new workspaces, and identifying the current workspace by URL. The 'A Workspace Member' section explains how to add members. The 'A Pad Guest' section explains how to invite guests. The 'Pricing' section explains that public workspaces are free.

HACKPAD

How to use Hackpad

Please play with these features in the [Sandbox...](#)

If you have any questions not covered here, try the [Hackpad FAQ](#).

Introductory Tutorial: [Getting started with Hackpad](#) (3 mins)

Hackpad 101

A Pad is an editable content page.

A Collection is a label you can use with your team to stay organized. Click the name of any collection to see a full list of that Collection's Pads.

A Workspace is a place where you and your teammates can share knowledge and collaborate.

- Move between [Workspaces](#) by clicking the burger (three horizontal lines on at the top left) to launch the [Workspace](#) navigation pane.
- Each [Workspace](#) has its own Collections and Pads. Easily create a new [Workspace](#) by clicking "+ new workspace" at the the bottom of the [workspace](#) navigator pane.
- You can easily identify what [Workspace](#) you're in by glancing at the URL of your page - i.e [team.hackpad.com](#) is the [Team Workspace](#).

A Workspace Member has access to all Pads in a [workspace](#) set to "all [workspace](#) users". You can add a Member to a [workspace](#) by asking an Admin to use the "Manage this [Workspace](#)" link found on your homepage.

A Pad Guest is invited from the right side of any Pad. If this person has not been invited to join a Private site as a Member, they will have access only to this single Pad. If they have been invited to a Public Site, they will have read and write access to all of a [Workspace's](#) Pads, just like any member of the public.

Pricing

Public Workspaces are free for an unlimited number of collaborators. Users can create as many public [workspaces](#) as

File Sharing

What's Dropbox?

"One place for all your stuff, wherever you are."

Dropbox is a home for all your photos, docs, videos, and files. Anything you add to Dropbox will automatically show up on all your **computers**, **phones** and even the **Dropbox website** — so you can access your stuff from anywhere.

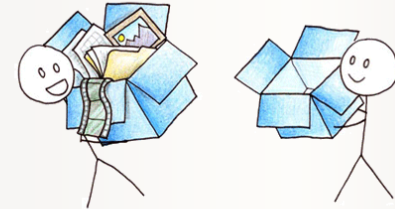
Dropbox also makes it super easy to share with others, whether you're a student or professional, parent or grandparent. Even if you accidentally spill a latte on your laptop, have no fear! Relax knowing that your stuff is safe in Dropbox and will never be lost.



Simple sharing

Dropbox makes sharing easy. Invite your friends, family, and teammates to any folder in your Dropbox, and it'll be as if you saved that folder straight to their computer.

You can send people links to specific files, photos, and folders in your Dropbox, too. This makes Dropbox perfect for team projects, sharing party photos with friends, or recording your band's debut album.



- Files
- Photos
- Sharing
- Links
- Events

Also from Dropbox

- Carousel
- Mailbox

Dropbox > sharedAB > GWC

Upgrade account Benay Dara-Abrams

Search

Name ▲	Kind	Modified
2014-09-29_GWC_Meetup	folder	--
2015-02-17_WearableWorld_Meetup	folder	--
blog_posts	folder	--
flyer	folder	--
website	folder	--

Conference Calls

SOCIAL CONFERENCING FEATURES

MaestroConference technology supports you all the way...
from organizing your call, to staying in touch with your participants.



Screenshare

You can inspire and motivate a client in person, or one-to-one over the phone - but doing that with a group over the phone? Difficult. With Screenshare, you can. It brings your vision to life by letting you share PowerPoints and other documents on-screen with your audience. It's like they're right there with you.

Shared Browser

Share a web page URL with your audience, and collaboratively edit a document... have them submit ideas and strategies to a discussion board... provide commentary in a discussion forum... or walk them through filling out an order form in real-time. It's higher productivity from your participants, and more time and money for you.

Call By Name

Your audience wants to feel important and that you can relate to their uniqueness. The best way to do this is to call each participant by name. Our unique registration system lets you see every participant's name, so you can address them personally, let them feel heard and known, and deepen your relationship with them.

Walk the Room

Just like in a classroom setting, you can virtually "walk the room" to listen in on your breakout groups. By moving from one group to another, you can keep your finger on the pulse of your participants, gather valuable insights, and share with them more powerfully when everyone reconvenes in the "main room".

Screen Questions

Keep your event focused and productive. With the ability to collect, pre-screen and organize your participant's questions, in real-time, you can optimize the content of your call and save time by not addressing irrelevant questions.



REGISTER FOR:

Great Work Cultures General Conference Line

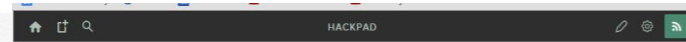
A general conference line for the Great Work Cultures Big Tent initiative. Please save your unique PIN and use it for all calls, as it identifies you to the call hosts automatically.

REGISTER HERE

Your Name Your Email

☐ If you host webinars or conference calls yourself, check this box to receive a free trial of MaestroConference, plus tips for maximizing attendance and impact of your events.

REGISTER



GWC MaestroConference Line Call-in Information

Back to [GWC Big Tent Home Page](#)

If you have a PIN, please use it for all calls, but do not give it out to others!

• Here is a [list of PINs](#) based on registrations through 3/21/14

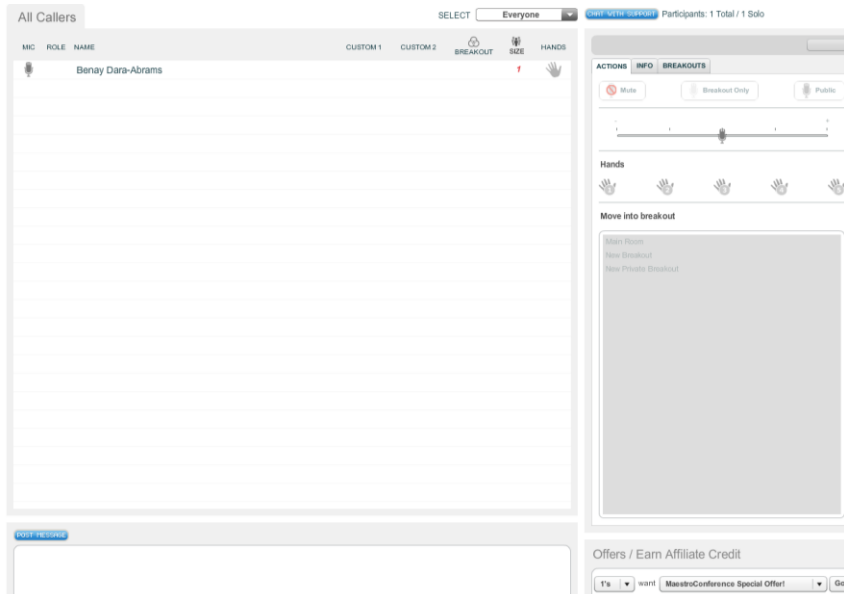
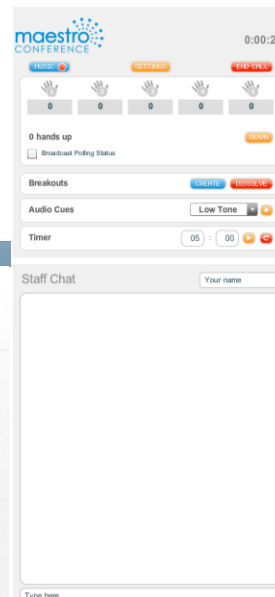
If you need a PIN (or have lost yours), [please register here](#) (and save it for future use!).

Here is back-up call-in info that can be used by anyone without registering:

(916) 469-4760 and PIN 535676#

If you are helping to "drive" a call, [click here for the conductor's interface link](#)

If you can't hear one another, press *7 to open all the mics



MaestroConference -- <http://www.maestroconference.com>

Videoconferencing

skype Downloads Business Prices Help

Sign in

Get Skype

Millions of people use Skype every day

Join them and stay in touch with Skype no matter what device you use.

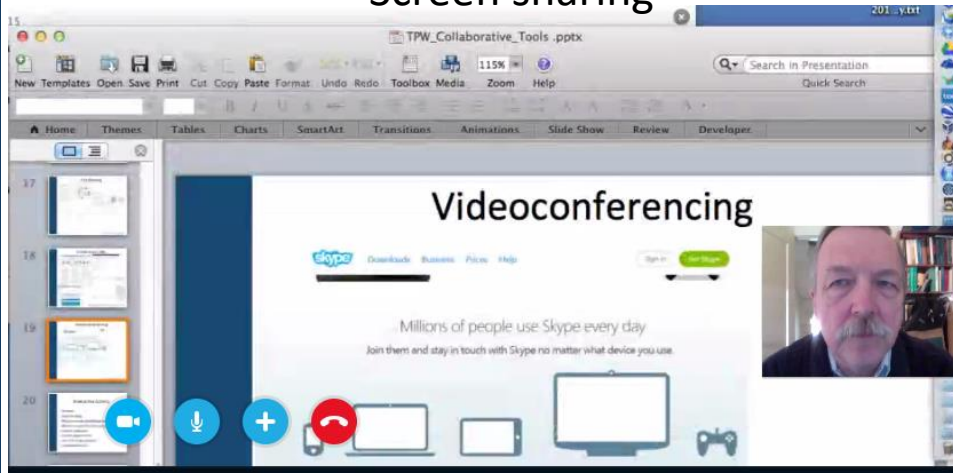


However you want to say it, you can do it for free with Skype

Video calls Group video calls Voice calls Instant messaging Screen sharing File sharing

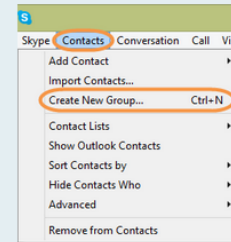
Discover all Skype's features

Screen sharing

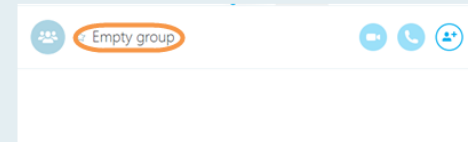


Making a group video call

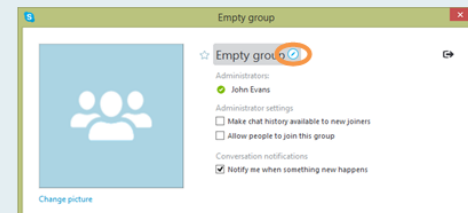
1 In Skype, click **Contacts**, then click **Create New Group...**



2 Click the **Empty group** name in the header, which will bring up the group profile.



Click the **Edit** icon to name your group.



The image shows a sequence of three steps in a Doodle event scheduling process. Step 1, 'Suggest dates and/or times', features a calendar icon with the number 31. Step 2, 'Invite participants', features an icon of two people with a plus sign. Step 3, 'Confirm the best date and time', features a checkmark icon. Below these steps is a search bar labeled 'Search Calendar' with a magnifying glass icon. Underneath the search bar are buttons for 'card changes', 'Delete', and a dropdown menu for 'More Actions'. A yellow banner below the buttons says 'change your response'. The main heading of the page is 'Setting - Moving forward with Credo &'. Below this heading are input fields for 'to 3:00pm', '4/27/2015', and a 'Time zone' dropdown. Further down, there's a section titled 'Add guests' which lists several email addresses with checkboxes next to them. At the bottom, there's a 'Suggested times' section and a 'Guests can' section with options to 'modify event' and 'invite others'. The top navigation bar includes links for 'Schedule an event', 'My polls', 'Pricing', and the user name 'Benay Dara-Abrams'.

Google – <http://www.google.com/calendar>

Interactive Group Activity

- Personas
- Empathy Maps
- What are needs of individual members?
- What are needs of teams and organizations?
- Identify challenges
- Identify opportunities
- As-Is and To-Be Scenarios
- Collaborative tools

Personas



Joseph Ruiz
Marketing Manager
Crossbar HealthCare Marketing

Crossbar HealthCare Marketing establishes relationships between product development companies and distributors in the healthcare market. Joseph and his team focus on the consumer market, so they have a lot of knowledge that Valerie and her team at HyperMedCo would like to tap. Joseph makes deals with distributors who will be essential to the success of HyperMedCo's new consumer product. The Crossbar CEO and HyperMedCo CEO came to an agreement to collaborate on this venture, but Joseph, Valerie, and their teams have not met.



Valerie Johansen
Project Manager
HyperMedCo

HyperMedCo is a healthcare product development company that has been doing clinical research and developing biomedical devices. Valerie's team has been developing a non-invasive clinical-grade blood glucose monitor and HyperMedCo saw the potential to reach a large consumer market with this product. Since HyperMedCo doesn't have any experience in the consumer healthcare market and doesn't have established relationships with distributors, the CEO decided to establish a relationship with a marketing company that specializes in the consumer healthcare market.

Discussion

- Share Empathy Maps and Scenarios
- Challenges and Opportunities
- Collaborative Practices
- Collaborative Tools
- How do these practices and tools promote high-performing organizational culture?

Key Takeaways

- Recognize cultural discontinuities and challenges when crossing boundaries
- Foster high-performing collaborative culture with Design Thinking
- Build trust and culture through intentional design of collaborative processes and tools

What can we try on Monday?

- Surface current challenge in collaboration
- What would facilitate collaboration?
- Try new process with current tool
- Try new tool to enhance collaboration

References

- “A Need-Based Collaboration Classification Framework”, Sarma, A., van der Hoek, A., Cheng, L-T,
<http://www.ics.uci.edu/~andre/papers/C44.pdf>.
- A Six-Layer Model of Collaboration, Briggs, R.O., Kolfschoten, G., Vreede G.J., de, Albrecht, C., Lukosch, S., & Dean, D.L. (2014), in J. F. Nunamaker Jr, N. C. Romano Jr, & R. O. Briggs (Eds.) *Collaboration Systems: Concept, Value, and Use*.
- *Collaboration: What Makes It Work*, Mattessich, P., Murray-Close, M., Monsey, B. (2001).
- Johansen, R., User Approaches to Computer-Supported Teams, (1989), in Olson, M. (Ed.), *Technological Support for Work Group Collaboration*.
- Kansas Early Learning Collaborative (KELC) --
<http://www.kansaslearning.org/index/history>.
- The Bootcamp Bootleg, Institute of Design at Stanford,
<http://dschool.stanford.edu/use-our-methods/the-bootcamp-bootleg/>.