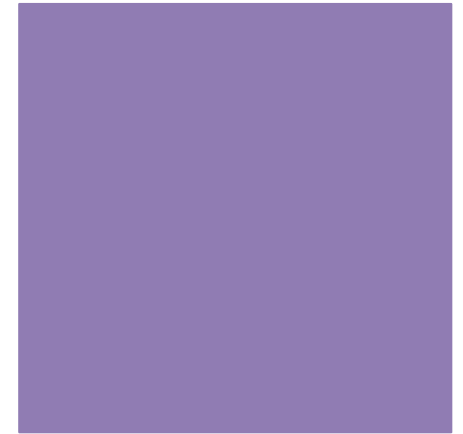




Collaboration

Topic 2.8: How to develop
a Collaboration Process
for Innovation



+ How to develop a Collaboration Process for Innovation

This topic is about developing a collaboration process and explains how collaboration can make your business innovative.

Aims:

- Understand the importance of collaboration in business innovation & develop a collaboration process.

Learning Outcomes:

- The learner should be able to identify a useful collaboration process.
- The learner should know how to develop a collaboration process.
- The learner should identify the challenges of collaboration and be able to overcome them.





Innovation Management

Unit 1 Creativity

- 1.1 Creativity Management
- 1.2 We are all creative
- 1.3 Innovation types and levels
- 1.4 How to create a strategy on creative management in workplace
- 1.5 How to develop a process for Individual creativity
- 1.6 How to develop a process for organisational creativity
- 1.7 Tools for developing a process for organisational creativity
- 1.8 How to manage the creativity process: Critical Success Factors
- 1.9 How to measure impact

Unit 2 Collaboration

- 2.1 Collaboration Management
- 2.2 How & Why to collaborate
- 2.3 Collaboration types
- 2.4 How to create a strategy on collaboration management in workplace
- 2.5 How to plan collaboration management in workplace
- 2.6 How to collaborate successfully
- 2.7 How to find the right partners
- 2.8 **How to develop a process for collaboration**
- 2.9 How a process for Collaboration will make my organisation innovative
- 2.10 How to manage the collaboration process: Critical Success Factors
- 2.11 How to measure impact



Innovation and creativity mentality advancement in SMEs

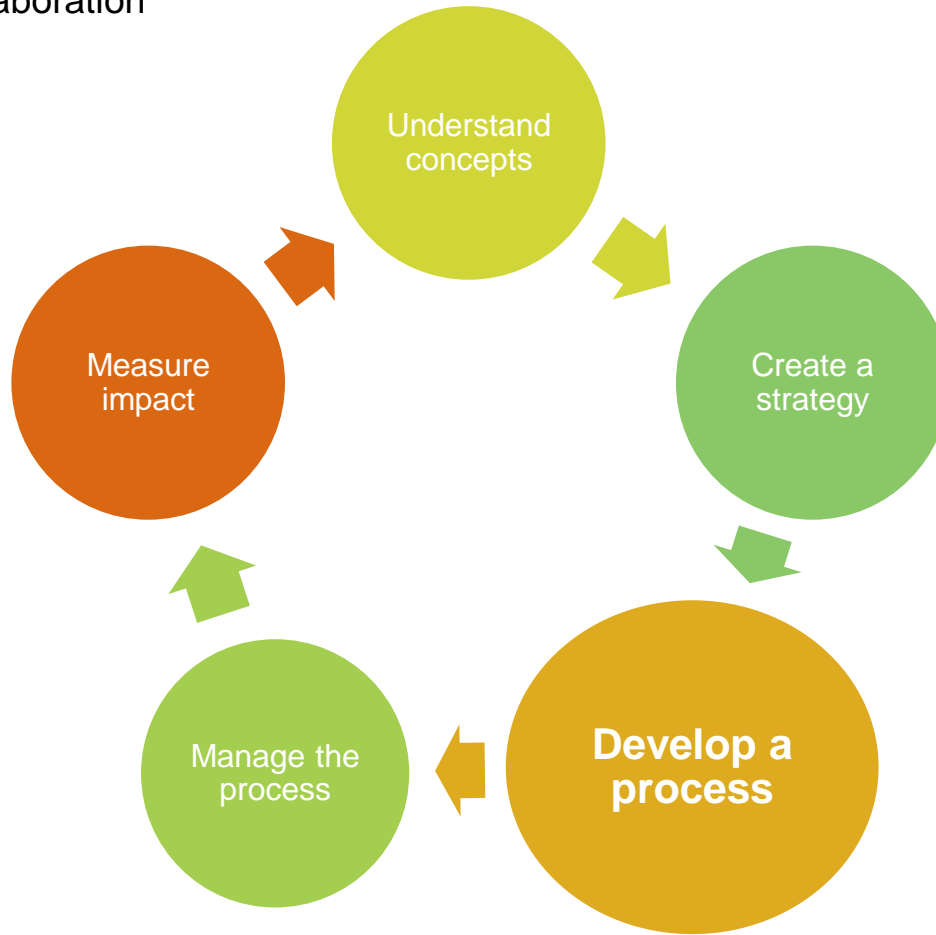


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How do I manage collaboration?

Five steps of collaboration





Collaboration process

A useful collaboration process:

Is a perspective and a way of relating with each other and the organisation.

≠

It is not just a tactic, or a set of skills/tools.

- ➔ Having a collaboration process in workplace can be better than just using any other traditional process. A collaboration process gives a clear and elaborative way to achieve goals through working together.
- ➔ The collaboration produces tangible, substantial and sustainable results by moving from formation stages to joint participation and action.



What is the collaboration process?

The collaboration process

A structured process by which partners may engage in collaboration tasks in order to produce outcomes.

<https://www.igi-global.com/dictionary/business-collaborating-designing-implementing-group/34464>

Things to avoid:

- ➔ Overestimating the economic value of collaboration.
- ➔ Underestimating the costs of collaboration (in time, money and infrastructure).
- ➔ Ignoring opportunity costs associated with taking part in collaboration projects over other types of projects.



What is the collaboration process?



Things to do:

Define the necessary requirements for process development and infrastructure to support and execute them. Think about:

- ➔ Process alignment.
- ➔ Information System/Information and Communications Technology (IS/ICT) interoperability.
- ➔ Complementary skills.
- ➔ Coordination between activities.



Innovation and creativity mentality
advancement in SMEs



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+ Benefits of a collaboration process

Some benefits of developing a collaboration process in workplace are:

Improved Flexibility

- easier to handle changes.
- Agile and Scrum, methodologies

Engaged Employees

- Avoid risk.
- Engaged workers are open to new challenges.

Healthier Employees

- A values-based culture can improve your employees health.
- Should be driven by collaboration and professionalism.

More Productive Meetings

- Efficient collaboration means more efficient meetings.
- Workers need fewer meetings when they collaborate effectively.

More Attractive to Top Talent

- Competitive advantage to attract top talent.
- Top talent needs a collaboration culture.

+ Benefits of a collaboration process

Some benefits of developing a collaboration process in workplace are:

Accelerated Business

- Speed up your operational processes
- Makes it easier and faster to introduce your products and services to the market.

Retention Rates

- Employees happier when they feel engaged and their work is fulfilling.
- Fewer reasons for employees to leave.

Alignment with Stakeholders

- External collaboration can provide you feedback to build a better alignment between the customer's needs and your product's feature.

Individual Productivity

- Implementing a collaboration process improves productivity by 20-30%
- Easier to achieve goals and with higher quality results.

Increased Profitability

- Collaboration supports generating ideas process.
- Collaboration is the factor with the greatest impact on profitability.



How do I do it?

Steps to develop a collaboration process.

Identify the right type of collaboration

- Include the roles, responsibilities, liabilities, rights of the parties and management.
- Include a governance process containing a schedule for achieving collaboration, a resolution process for surfacing and resolving issues and an escalation procedure.



How do I do it?

Steps to develop a collaboration process.

Define the collaboration agreement

- Define the reasons for innovating and the scale of ambition.
- Encourage collaboration behaviour as part of the innovation process.
- Choose a partner or partners depending where you are in the process.
- Embed the aim in your organisation's strategy, supported by leadership and accepted by staff and other stakeholders.



How do I do it?

Steps to develop a collaboration process.

Create governance process

- Standardize process initiatives.
- Align with other key business initiatives.
- Encourage continuous improvement of business processes.
- Define process roles and responsibilities.
- Determine process owner.
- Create change management processes if not already existing.
- Become a more agile organization in response to change.
- Promote the quality of process initiatives.



How do I do it?

Steps to develop a collaboration process.

Decide the right tools to share your results

- There are many potential collaboration channels e.g. Phone, Meeting, Instant messaging, E-Mail, Forum, Wiki, File sharing.
- Define tools and channels for each kind of collaboration activities within the organization.
- Track what happened and when so if there are any notable changes everyone can see them.



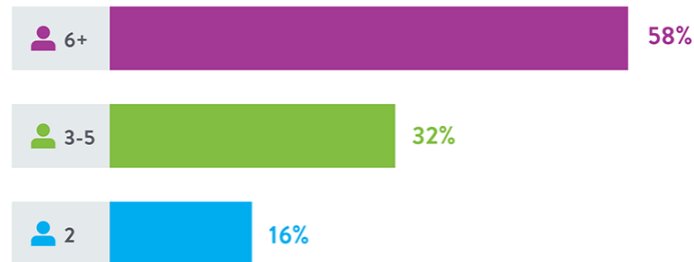
Collaboration and Innovation

How can collaboration promote innovation in your business?

Larger teams generate better concepts.

When a large team collaborates, a larger pool of ideas can be created. This means that there are more opportunities to identify a single idea that can be a true innovation.

COLLABORATION IMPROVES CONCEPT PERFORMANCE



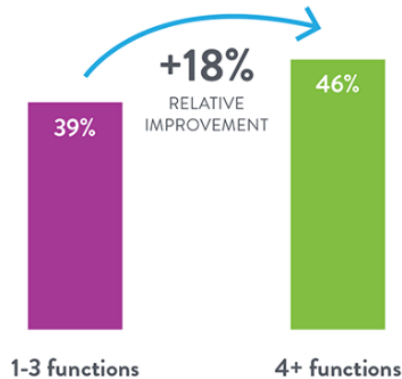
2015, "WHY COLLABORATION LEADS TO HIGHER-IMPACT INNOVATIONS", Available at: <https://www.nielsen.com/us/en/insights/article/2015/why-collaboration-leads-to-higher-impact-innovations/>

+ Collaboration and Innovation

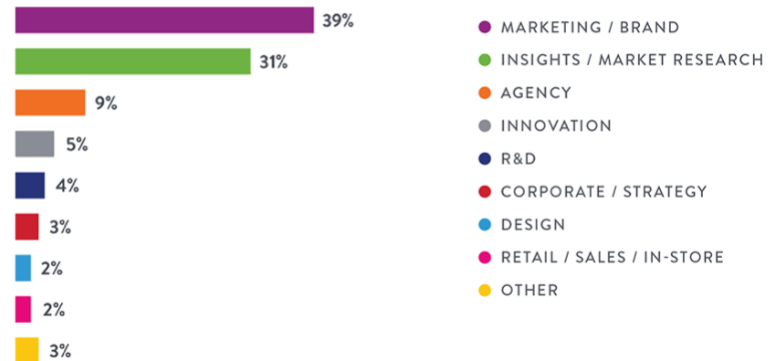
How can collaboration promote innovation in your business?

Diverse teams generate better concepts.

The more diverse a team is, the better the results, as more functional roles are represented.

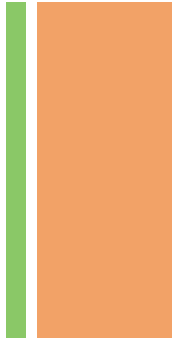


BREAKDOWN OF COLLABORATORS BY FUNCTIONAL ROLE



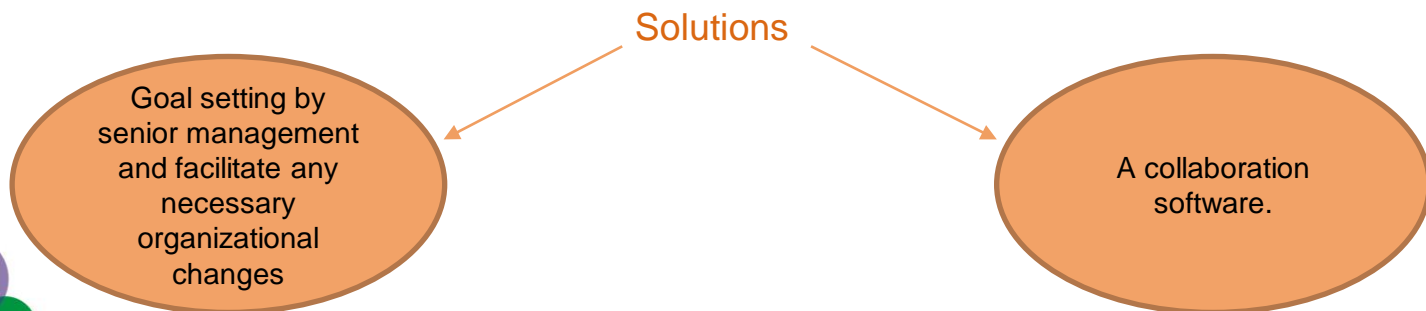


Collaboration Challenges



When it comes to collaboration, companies have many challenges to face:

- ➔ Time: There is not enough time for feedback.
- ➔ Ideas: There are too many ideas to handle.
- ➔ Conflicts: There is a lot of risk of conflict.
- ➔ Personnel: Usually teams with only one or two functional roles represented develop the vast majority of product concepts.
- ➔ Control: There is a fear of losing control of the project's direction.



Innovation and creativity mentality advancement in SMEs

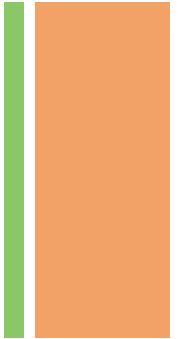
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Collaboration Challenges – How to overcome them?



When designing the collaboration process you should consider that:

➔ collaboration tasks are often ill-structured, because of the interdependence between members.

When collaborating, group members depend on others to:

- ✓ synthesize collective information to create shared understanding.
- ✓ negotiate what is known by the group so as to use the groups collective cognitive efforts to create new knowledge or solve complex problems.

This implies that collaboration requires two important processes, that you should also take into account:

- Information synthesis.
- Knowledge negotiation.



Information synthesis

Collaboration requires two important processes, information synthesis & knowledge negotiation.

Patterns for Collective Information Synthesis:

- Verbal Equity
 - ▶ <https://www.youtube.com/watch?v=ltwHPnXzmvI>
- Joint Idea Building
 - ▶ <https://www.youtube.com/watch?v=9cabVTK8Nrc>
- Developing Joint understanding
 - ▶ <https://www.youtube.com/watch?v=zYOI0M3YOzE>




Understanding Collaborative Processes, <https://sites.psu.edu/>, <https://sites.psu.edu/mborge/understanding-collaborative-processes>



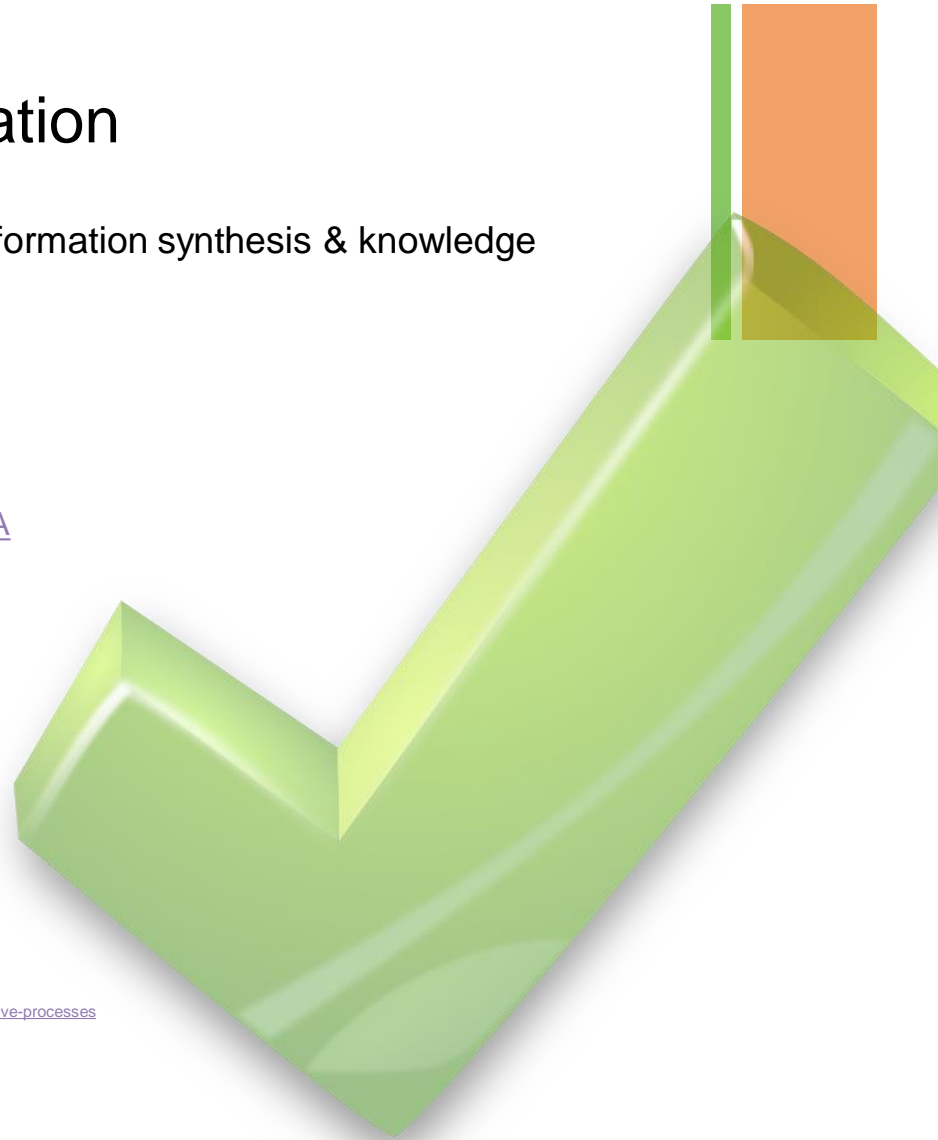
Collective Knowledge Negotiation

Collaboration requires two important processes, information synthesis & knowledge negotiation.

Important Patterns for Collective Knowledge Negotiation:

- Alternative Ideas
 <https://www.youtube.com/watch?v=f0WPISKQWRA>
- Quality of Claims
 <https://www.youtube.com/watch?v=I9nEYfIP30Q>
- Norms of Evaluation (Constructive Discourse)
 <https://www.youtube.com/watch?v=QjoUASBUGjM>

Understanding Collaborative Processes, <https://sites.psu.edu/>, <https://sites.psu.edu/mborge/understanding-collaborative-processes>



+ Learning Aids

- Simon Forster, Jakob Pinggera, and Barbara Weber, “Toward an Understanding of the Collaborative Process of Process Modeling”, University of Innsbruck, Technikerstrasse 21a, 6020 Innsbruck, Austria.
- Paul Rupert, 2013, “The Yahoo Effect: It’s all about collaboration – One way or another”, Available at: <https://www.tlnt.com/the-yahoo-effect-its-all-about-collaboration-one-way-or-another/>

Topic Review

The topic explains the importance of a collaboration process and provides important insights on how to develop a collaboration process, that could promote innovation in your business.