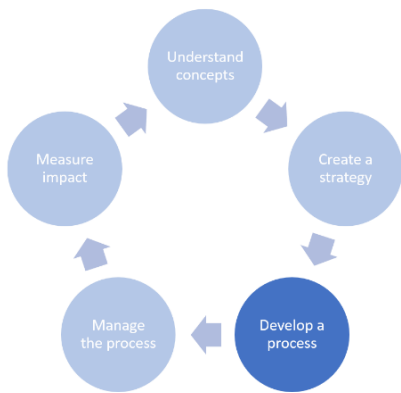


Develop a Collaboration Process for Innovation



A collaborative process is better than a traditional process as long as everyone understands that it is a perspective and a way of relating with each other and the organisation, and not just a tactic, or a set of skills/tools. It can give 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 it?

In a successful collaborative process, trust among the members overcomes initial hesitance/suspicious and participants work to satisfy, not just their own but the interests of all members and the organisation with all perspectives considered

Try to avoid the following three pitfalls when beginning a collaborative process:

1. overestimating the economic value of collaboration
2. underestimating the costs of collaboration (in time, money, and infrastructure)
3. ignoring opportunity costs associated with taking part in collaborative projects over other types of projects.

At the lower level, you need to define the necessary requirements for adequate process development, as well as the infrastructure of support needed to execute them. Think about:

1. process alignment.
2. Information System/Information and Communications Technology (IS/ICT) interoperability
3. complementary skills
4. coordination between activities.

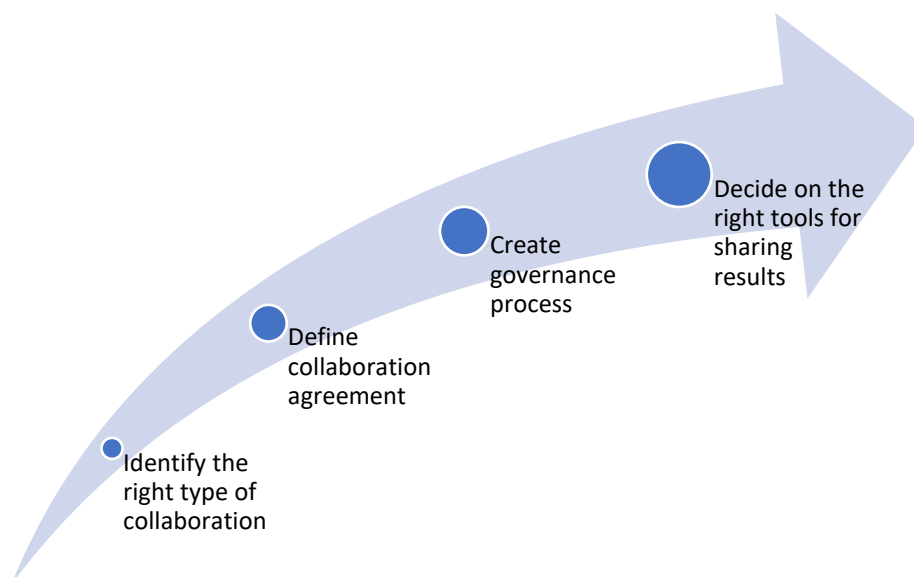


Figure 1: How to develop a collaborative process

How do I do it?

Phases	Description	How you do it
Identify the right type of collaboration	When you decide why you are collaborating and what you hope to achieve	<p>Define the reasons for innovating and the scale of ambition.</p> <p>Encourage collaborative behaviour as part of the innovation process.</p> <p>Choose a partner or partners depending where you are in the process.</p> <p>Embed the aim in your organisation's strategy, supported by leadership and accepted by staff and other stakeholders.</p>
Define the collaboration agreement	When you create a clear understanding between all parties.	<p>Include the roles (who does what), responsibilities (each party will be held to account), liabilities (what money or other assets each party owes to the group), rights of the parties (what each party will receive from the collaboration) and management of the undertaking and intellectual property.</p> <p>Include the governance process containing a schedule for achieving it; a resolution process for surfacing and resolving issues and an escalation procedure.</p>
Create governance process	When you want to achieve all goals of governance process	<p>Standardise process initiatives (establish procedures and tools if required).</p> <p>Align with other key business initiatives.</p> <p>Encourage continuous improvement of business processes.</p> <p>Define process roles and responsibilities.</p> <p>Determine process owner.</p> <p>Create change management processes if not already existing.</p> <p>Become a more agile organization in response to change.</p> <p>Promote the quality of process initiatives.</p>

Decide the right tools to share your results	When you have generated results which you want to share with your partners	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.
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How will Collaboration make my business more innovative?

You can choose to collaborate at different stages of the innovation process. So, for example, you might have no problem coming up with a great idea (especially if you use the tips in the INCREMENTA Creativity Guidebook!), but at a later stage in the process you might decide that you need help solving a problem. As all stages of the innovation process are important, so collaboration is useful throughout.

Innovation is the implementation of a new or significantly improved product, service, process or working practice. It involves selecting, developing and successfully implementing creative ideas and solving any practical problems that stop you from implementing the idea. In other words, it is the practical application of a creative idea.

Innovation is the practical implementation of a creative idea
