Collaboration Background &
The Future of Collaborative Work

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Managing Director
Collaborative Strategies, Inc.

June 5, 2012
Another PowerPoint Presentation
Oh, your job performance has been flawless. But unless you start following people back on Twitter, your days here are numbered.
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- Founder and managing director of Collaborative Strategies, Inc
- Author: of 4 books on collaboration
- Speaker, blogger, article and column writer, industry analyst (Collaboration)
- Industry Analyst for 20 + years. Consulting and advisory services: Help end-user organizations using collaborative tools to spend less and get more.
- davidc@collaborate.com
- E-zine (Profitable Collaboration)
Upcoming Book by David

#SUCCESSFUL CORPORATE TRAINING
TWEET

Collaborative Tools and Techniques to Empower Productivity and Learning

DAVID COLEMAN, SHARYN FITZPATRICK and MITCHELL LEVY

BOOK 03
A THiNKaha® BOOK

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Agenda

1- Introductions and Background
2- TCEP exercise, evolution exercise
3- The Technology Landscape (break)
4- Crowds and communities
5- The future of Work
6- Lunch Break
7- Collaboratory Game
Collaborative Levels

- Collaboration
- Cooperation
- Coordination
- Communication
- Conversation

Level of purpose or Goal

Level of Commitment

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Evolution of collaboration and Crowd-based Business
Holistic Collaboration

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Evolution of the Web

Note: CSI 2011 study on Web 3.0 shows most believe it will be real in 2015

Web 1.0 – Web 4.0: From Nova Spivak, Radar Networks & Mills Davis, Project 10x
### Stages of Evolution for Collaboration in the Enterprise

<table>
<thead>
<tr>
<th>Stages of Adoption</th>
<th>Collaborative Technology</th>
<th>Example</th>
<th>Technology</th>
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</thead>
<tbody>
<tr>
<td><strong>Stage 1: Traditional Collaboration</strong></td>
<td>Telephone</td>
<td>Face-to-face meetings</td>
<td>E-mail</td>
</tr>
<tr>
<td><strong>Stage 2: Specific Application</strong></td>
<td>Audio, video, and data conferencing</td>
<td>EIM, IM, Chat, and presence detection</td>
<td>Virtual team spaces</td>
</tr>
<tr>
<td><strong>Stage 3: Collaborative Proliferation</strong></td>
<td>Multiple audio, video, and data conferencing tools</td>
<td>Yahoo!, MSN, AOL, Google, etc.</td>
<td>Groove, eRoom, WebOffice, etc.</td>
</tr>
<tr>
<td><strong>Stage 4: Consolidation</strong></td>
<td>Standardize on SIP/Simple or XMPP</td>
<td>One client for all IM clouds</td>
<td>Common Virtual Team Space for everyone</td>
</tr>
<tr>
<td><strong>Stage 5: Virtual Work Environment</strong></td>
<td>Standard tools in place</td>
<td>Integration with mobile environments</td>
<td>Standard desktop and Web interface for anyone</td>
</tr>
<tr>
<td><strong>Stage 6: Cloud Work Environment</strong></td>
<td>Most are SaaS already</td>
<td>TeamPage, bCommunities, Producteev</td>
<td>Run on Rackspace, Amazon cloud servers</td>
</tr>
</tbody>
</table>
Exercise 1: What Stage of Collaborative Evolution is Your Organization In?

- Stage 1 - Classic collaboration tools
- Stage 2 - Exploring new collaboration tools
- Stage 3 - Proliferation of collaboration tools
- Stage 4 – Consolidation/standardization of collaboration tools
- Stage 5 – Virtual working (Collaboration 2.0)
- Stage 6 – Cloud-based working
# TCEP Exercise

Organizational Collaboration Assessment

Name________________  Date _________

Name of org evaluated ____________________

<table>
<thead>
<tr>
<th>Tech</th>
<th>Culture</th>
<th>Economics</th>
<th>Politics</th>
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</table>

Total =
Collaborative Strategies

The 9 Types of Collaborators

1. Stealth Ninja
2. The Exec
3. Socialite
4. Skeptic
5. Taskmaster
6. Dinosaur
7. Student
8. Expert
9. Ringleader

www.centraldesktop.com

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Section 3: The Technology Landscape
Traditional Tech vs. Social Tech

**Collaboration 1.0**
- Focus on content
- People find content on web sites and portals
- High security on web documents and content
- Search (Google) is king
- Seats and licenses
- F2F is best for meetings
- Interact w/ colleagues

**Collaboration 2.0**
- Focus on interacting or sharing content
- People pull content through tags
- Blogging and transparency
- SaaS (Software as a Service)
- “Move bits not butts”
- Web/data conferencing
- Customer as partner
Are You Using the Right Collaborative Tools?
BYOD
Apple: App store

Over 500,000 apps. For work, play, and everything in between.
3 Criteria for Good Collaboration Tools

1. Use the right tool for the right interaction
2. Collaboration tools should be easy!
   - (1-2 clicks to do anything)
3. Collaborative tools should not get in the way of the conversation!

How do you choose the right tool?
What Collaboration Tools do You Use?

Social Networks?

E-MAIL

IM?

Skype?

Microsoft SharePoint?

Video Conferencing?

SMS/Texting?

Webcasting/Webinar

IBM/Lotus Notes/Domino?

2000+ Collaboration Tools in the Market
Collaborative Tool categories

• **Real-time Tools**
  • Web-conferencing
  • Audio/video conferencing
  • IM/SMS/Texting
  • Presence/location
  • Screen share (Twiddla, Glance (Demo), Mikogo
  • TeamViewer
  • Fuze Meeting
  • Gobby (free) multi-platform, multi-document editor
  • Google Docs – multi editors

• **Asynchronous tools**
  • E-mail
  • Document Mgt
  • Enterprise Content Management
  • Virtual Office/team space (Central desktop, Huddle, Pbworks)
  • SharePoint - ???
  • DPM (distributed project management)
  • Podio – Ubuildit Apps
Cluster tools into categories

- **Location –based**
  - Find Parking
  - Find lowest gas prices
  - Ultimate Locator (find store from web site)
  - Mobile locator (locate any phone)
  - Waze – commuter reported traffic
  - Location based advertizing and marketing

- **Crowd tools**
  - Mechanical Turk
  - ReCaptcha
  - CrowdFlower
  - 99 Designs
  - DesignCrowd (logo and design projects)
  - BetterLessons – crowdsourcing for better education
  - ChallengPost – crowds solve your problem
Show Location app video: Acrossair

- http://www.youtube.com/watch?v=ps49T0iJwVg  (NY Subway app) 1 minute
Augmented Collaborative Environments

JFerret is a Java-based, browser architecture for meetings
What are the challenges to Adoption

• Geographic distribution
• Not all the same hardware/software
• Lack of resources (people, $, equipment)
• Lack of understanding of benefits by management
• Waste of time
• No organizational support
• No “collaborative mindset”
• Integration with ERP or critical applications
Adoption of Collaboration tools

• 9X better than e-mail
  – HBS - Gourville's research suggests
  – that the average person will under weight the prospective benefits of a replacement technology for it by about a factor of three
  – and overweigh by the same factor everything they are being asked to give up by not using email
### Generational Competence, Trust, Age, Web

<table>
<thead>
<tr>
<th>Generational Quality</th>
<th>Incompetent</th>
<th>Competent</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unconscious</strong></td>
<td>Don't understand 2.0</td>
<td>Live the solution</td>
</tr>
<tr>
<td></td>
<td><strong>Seniors</strong></td>
<td><strong>Gen Y</strong></td>
</tr>
<tr>
<td></td>
<td>Low trust</td>
<td>Social networks</td>
</tr>
<tr>
<td></td>
<td><strong>Digital exile</strong></td>
<td><strong>Digital Natives</strong></td>
</tr>
<tr>
<td><strong>Conscious</strong></td>
<td>Recognize problem</td>
<td>Solve Problem</td>
</tr>
<tr>
<td></td>
<td><strong>Boomers</strong></td>
<td>Middle Mgrs</td>
</tr>
<tr>
<td></td>
<td>Some trust</td>
<td><strong>Gen X</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Digital immigrants</strong></td>
<td>IM over eMail</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Digital workers</strong></td>
</tr>
</tbody>
</table>

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Generational Differences

- Seniors – “loose lips sink ships”
- Boomers – e-mail and phone (1 on 1)
- Gen X – IM and chat (faster)
- Gen Y – Work in groups, teams communities, collaboration is critical
  - don’t like e-mail, too slow
  - Chat/IM/SMS,
  - the Twitter Generation
Resistance to Change (Boomers)

- I am too busy to learn something new
- We need to build a special tool for our specific needs
- What we have now works just fine
- We don’t have the resources for this
- WIIFM (What's In It For Me)
- I don't understand this new technology
- It will cause security issues
Common Social Networks
What is the “Social Enterprise”

“Our Social Enterprise vision fundamentally changes how companies collaborate, share and manage information”

Marc Benioff, SFDC, August 2011
Social Enterprise Challenges

• Network value is based on “Metcalfe’s Law”
• If you build it… they will NOT come
• Participation – the impetus for action
• Value – hard to see unless in the context of a specific process
• Information overload: e-mail, Twitter, social networks, activity streams, etc.
• Metrics – what is the value of a social network?
The Challenges of SharePoint

- No rip and replace – CIO spent Millions $
- Initially (2003, 2007) not a collaborative model,
- Hierarchical (pre-Web) security model
- Add functions to SharePoint – NewsGator, Telligent,
- Competitors to SharePoint: HyperOffice, Box.net, Dropbox, Mindtouch, e-Mail, Basecamp
- Work w/SharePoint: Most tools can pull docs from or to. Added value: emplive.com, DWE portal, Yammer, Alfresco
- SharePoint hosting and cloud: Rackspace, microsoftsharepointhosting.com
Technology: Gap Solutions

Gaps

• Work with partners outside the firewall
• Finding expertise inside the organization
• Too many e-mails
• Distributed project teams
• Mobile integration
• No sense of community
• People slow to get onboard

Solutions

• Microsoft External Collaboration Toolkit, WatchDox
• Autonomy, and Lotus Connections, MITRE expert finder, Recommind
• Create team spaces, links not files
• CollabNet TeamForge, robustdecisions.com
• MS Windows Mobile 7, SocialCast (now VMware)
• Telligent, (Community kit for SharePoint), Social Squared
• Training, brainstorming (Mindjet)
10 minute break!
Section 4: Collaboration and Crowd-based business
What is a Crowd (and why is it important to business)

- I have defined Goal Driven Crowd as:
- “a coordinated network that drives an outcome, task or goal which has business value”
What is a Crowd?
Crowd Sourcing Infographic

Many names of Crowdsourcing:
- Fansourcing
- Crowdcasting
- Open sourcing
- Crowd Funding
- Mass Collaboration
- Wikinomics
- Any sourcing
- Mass customer feedback
- Group innovation

Goal is to use the crowd to get a better answer or a task done more quickly
Example of a people network

Social Network Analysis (SNA) example
Metcalfe’s Law

Crowd Corollary  Value = O(T*E / A_{TP})  Engagement drives network value

Dunbar’s # = number of social relationships = 150
Collaboration is one of the most powerful forces in the world!

Arab Spring revolutions and socially connected crowds
Crowd Business Example

Mechanical Turk – Dynamically distribute micro-work

The Many Faces of Mechanical Turk

https://www.mturk.com/mturk/welcome

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Find the best Wikipedia Text for the topic and sense

<table>
<thead>
<tr>
<th>Requester:</th>
<th>Crowd Task</th>
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</thead>
<tbody>
<tr>
<td>HIT expiration date:</td>
<td>Sept 22, 2011 (1 week 1 day)</td>
</tr>
<tr>
<td>Reward:</td>
<td>$0.03</td>
</tr>
<tr>
<td>Time Allotted</td>
<td>HITs Available</td>
</tr>
<tr>
<td></td>
<td>33652</td>
</tr>
</tbody>
</table>

*Crowd task from Amazon’s Mechanical Turk*
Crowdsourcing Tasks

- Odesk
- eLance
- TaskRabbit
- Paygr
- Thumbtack
- Redbeacon
- Swifto
- Whocanhelp.com
- Zaarly
- TexasGenie
- Gigboard.com
- Producteev
- Programming, and Web tasks
- Writers of all kinds
- Local personal tasks
- Buy affordable local services, sell skills
- Find and book trustworthy local services
- Request service in 30 seconds
- When you need it now (NYC)
- Local service providers and contractors are waiting to help
- Help Your Community and Buy Locally on Bargain Prices
- Houston's first full service concierge company
- Gigboard is a location based, real time, peer to peer marketplace which connects both people needing jobs done with people who are seeking jobs for extra money
- Crowd source tasks on Facebook and Twitter
An example of an Unconscious Crowd: Google’s ReCaptcha

The words above come from scanned books. By typing them, you help to digitize old texts.
Crowdsourcing Trends

1. Curated Crowds - Genius Rocket, Lego Tournament – have to prove talent before joining the crowd

2. Increased Quality – Serv.io, Microtask have added redundancy and quality assurance checks to ensure high levels of accuracy

3. Standardization - Crowdsortium (pro group), David Alan Grier – Taxonomy of Crowds
Crowdsourcing Trends - 2

4. Corporate Acceptance - General Electric, PepsiCo, Proctor & Gamble, General Motors: easier for large companies to start

1. Early Adopters: 99designs well known. Were you aware you could build a car, stress test your website, or volunteer your "waiting in line" minutes to a charity all with the help of crowdsourcing?

David Bratvold is the founder of Daily Crowdsource
Crowd Business Example
Victors & Spoils - Turn business on its head

1. When will I know if I won?
2. What do the winners receive?
3. What’s the last moment I can submit an idea?
4. How many ideas can I submit?
5. How will the winners be notified?
6. Will there be more projects soon?
7. What do you expect each submission to include?
8. Any tips or advice for coming up with great ideas?
When Enabled with Direction and Actions… Crowds Change the Game

GeniusRocket – The best content from the best Creative Minds – Leveraging the power of a vetted Community – Crowdsourcing video production

Process:

1. Creative Brief and Targeted Recruitment
   Directions, goals, and strategies from client

2. Written Concept and Selection
   Pre-qualified artists and production teams submit summary: storylines, audio, video style, intended messaging

3. Storyboard and Selection
   Clients select concepts that fit best

4. Production and Selection
   Pre-production meeting with client and [creative team]
Section 5:
The Future of Work
Future Work Issues

• How to deal with more customer involvement
• Removing inefficient information silos
• Rigid organizations, talent loss, what is collaborative talent?
• No trust employers not to lay off, risk of working for self low
• Single employees are workhorses, any day, any time
• The “smart asshole rule”
• The 50” rule
• The Role of IT?
• Retaining Talent
NewWoW Workshop on Work 2020
What does Future Workspace look like?
How technologies effect Future Space

• 3D printing – print up a new desk or chair

• Nano-technology – build you space atom by atom (the program is what you buy not the outcome)

• Driverless cars – will we need parking lots? What would traffic in Bangalore be like?

• Private spaces in the cloud (virtual …)
What do future companies look like?

• Cross between long-term commitment and free agents
• Managers are mentors focused on projects, not functional area, teams
• Employees negotiate work commitments w project managers
  – Employees commit to interests and time available
  – Project managers define roles and resources and recruit/manage team
• Employees manage their own hours
• Everyone gets reviewed (templates, org goals & values are metrics)
• Executive tasks earned based on size/ # successful projects
  – Can pick bigger budget but less risky projects – all projects vetted through process
  – Can pick smaller budget but more innovative projects – customers part of project
• C-suite survives – needed for overall direction, instigate projects, arbitrate between teams

Rachel Happe's blog "The Social Organization."
Changing Organizational Structures

- Hierarchical
- Fishnet
- Matrix

*Figure 3-1  Organizational structures are beginning to look like fishnets.*
Future work organization

Core group > 100 includes:
- Company Management
- R&D management
- Operations management
- Marketing
- Outsourced:
  - Sales
  - IT
  - HR
  - Supply chain
2020: three worlds

**Small is beautiful: The Orange World**
companies begin to breakdown into collaborative networks of smaller organisations; specialisation dominates the world economy

**Collectivism**
- **Companies care: The Green World**
  social responsibility dominates the corporate agenda with concerns about demographic changes, climate and sustainability becoming the key drivers of business

**Integration**

**Corporate is king: The Blue World**
big company capitalism rules as organisations continue to grow bigger and individual preferences trump beliefs about social responsibility

**Individualism**

*Three Models of Work in 2020 by Price Waterhouse Coopers, 2007 study*
Dion Hinchcliffe’s Open Work model

Work model based on current open source practices
What do future processes look like?
Critical Processes with Collaborative Leverage

1. Sales & marketing (proposal development)
2. Customer service/support (exception handling)
3. R&D (new product development)
4. Value network management/relationships with external organizations, DPM, and project management (exception handling)
5. Training (internal and external)
6. Decision support/crisis management
What do future technologies look like?

The faces of Amazon’s Mechanical Turk
Recent Population Statistics for Twitter and Facebook
Some new collaborative tools
The Energy of Commitment
Collaborative Strategies

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- +1 415-867-9930 (cell)
Lunch Break
Collaboratory

The Idea:

Have a team that works together play through a scenario using collaborative tools to understand what it is like to work together effectively.
You need to read these files

They can be found in Adobe Connect

https://meet44211778.adobeconnect.com/_a1155678137/drncarder/?launcher=false

As well as a Collaboratory team room


Read the "Crisis Team Scenario" Document first

Then "Collaboratory Scenario Set-up"

Then read "Letter to Team"
Red Tide Background

http://www.youtube.com/watch?v=fxHts9NfMy8

http://www.youtube.com/watch?v=0LdLWPwdwVs
Workflow of Game

1. Read role, team and background data (videos)

2. Work as a team in the team (meeting) room to start to trade information so you can start to figure out what is going on.

3. Some characters will get additional info.

4. Determine the cause of the red tide
Workflow 2

5. Create team document that shows your reasoning and conclusions
6. Have someone on the team as a scribe
7. Send someone to beach to get new info
8. Have team come to a decision on the crisis
Team Decision Making Process

What info do you have?
Do you have enough?
Is someone holding something back?
Look at options and theories about how this situation could be created.

Create a mind map for making a decision
Process to determine Terrorist threat

Ask these questions?

Who has to gain from this attack?
Has anyone claimed responsibility for attack
Is it an ongoing attack?
How did we determine it was an attack in the first place?
Were we able to determine it was not the result of a natural phenomenon?
Was it a malicious attack?
Determining Eco-terrorist threat

What factors are precipitating the event (Dr. Carder, Dr. Watson)

Is this a long or short term event? Seasonal or other factors (Dr. Carder, Watson)

What are the effects on people (Seymour)

How well is the threat known?

How well has it been studied

Any other experts needed?
Determining the Threat

In your discussion use the Adobe meeting tools to vote on if there is enough evidence to determine if it is an attack? Malicious?

Do we have enough evidence? Can we recognize an attack?
What to do if it is an attack

Determine if attack is Malicious? Yes?
Option 1- Bomb the hell out of them!!!
Option 2- Do Nothing, warn the population
Option 3- Retaliate in kind
Option 4- Work to minimize the effects
Option 5- Work to destroy offending conditions and prevent from happening again
Mind Mapping the options