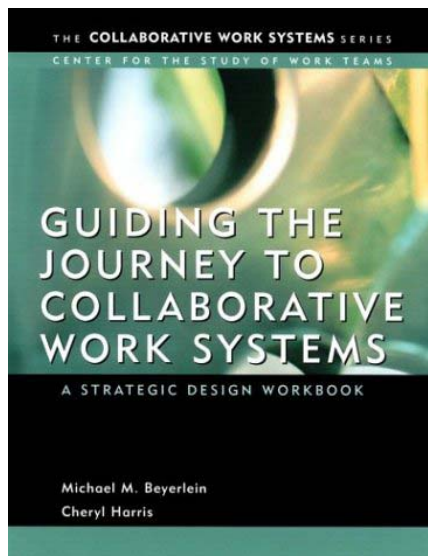




Guiding the Journey to Collaborative Work Systems

Cheryl Harris and Jon Turner,
Center for Collaborative Organizations



DAIOP Meeting
November 20, 2003



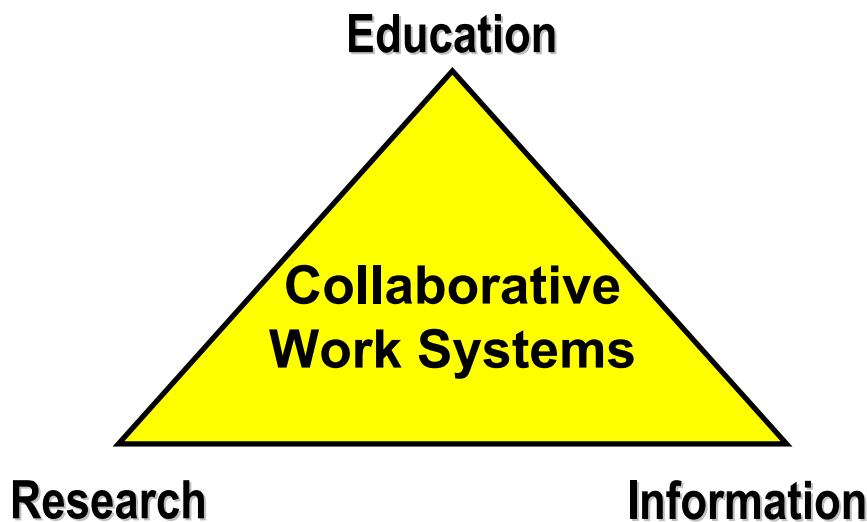
Center for Collaborative Organizations

*(Formerly Known as the
Center for the Study of Work Teams)*

Mission

To maximize individual, team, & organizational effectiveness through the design, development, & implementation of collaborative work systems by:

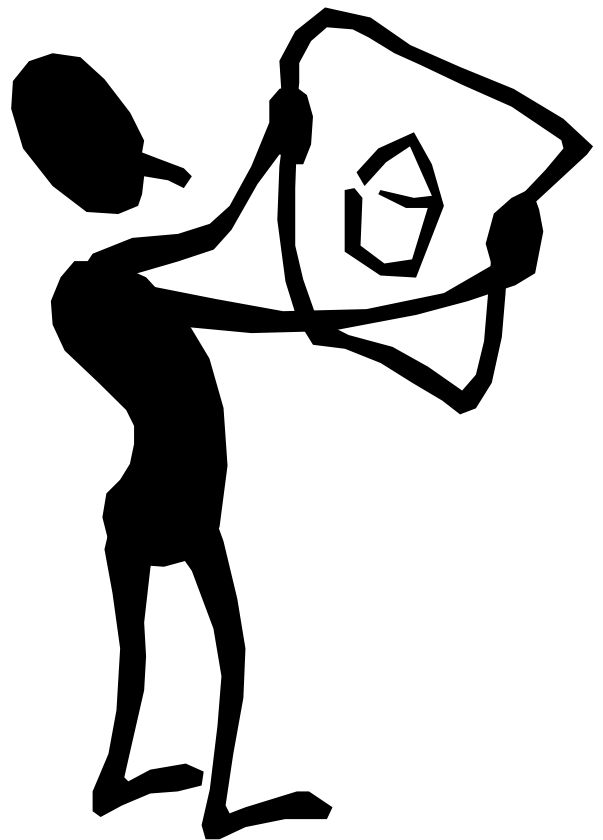
- ◆ Providing innovative education, information & research services, tailored to customer needs;
- ◆ Forming learning partnerships that promote organizational & individual learning for our customers & our staff; &
- ◆ Developing & sharing scientific & practical knowledge.





Agenda

- Research history
- The language of collaboration
- Types of collaborative work systems
- The critical success factors for collaborative work systems
- Conclusion



Research History

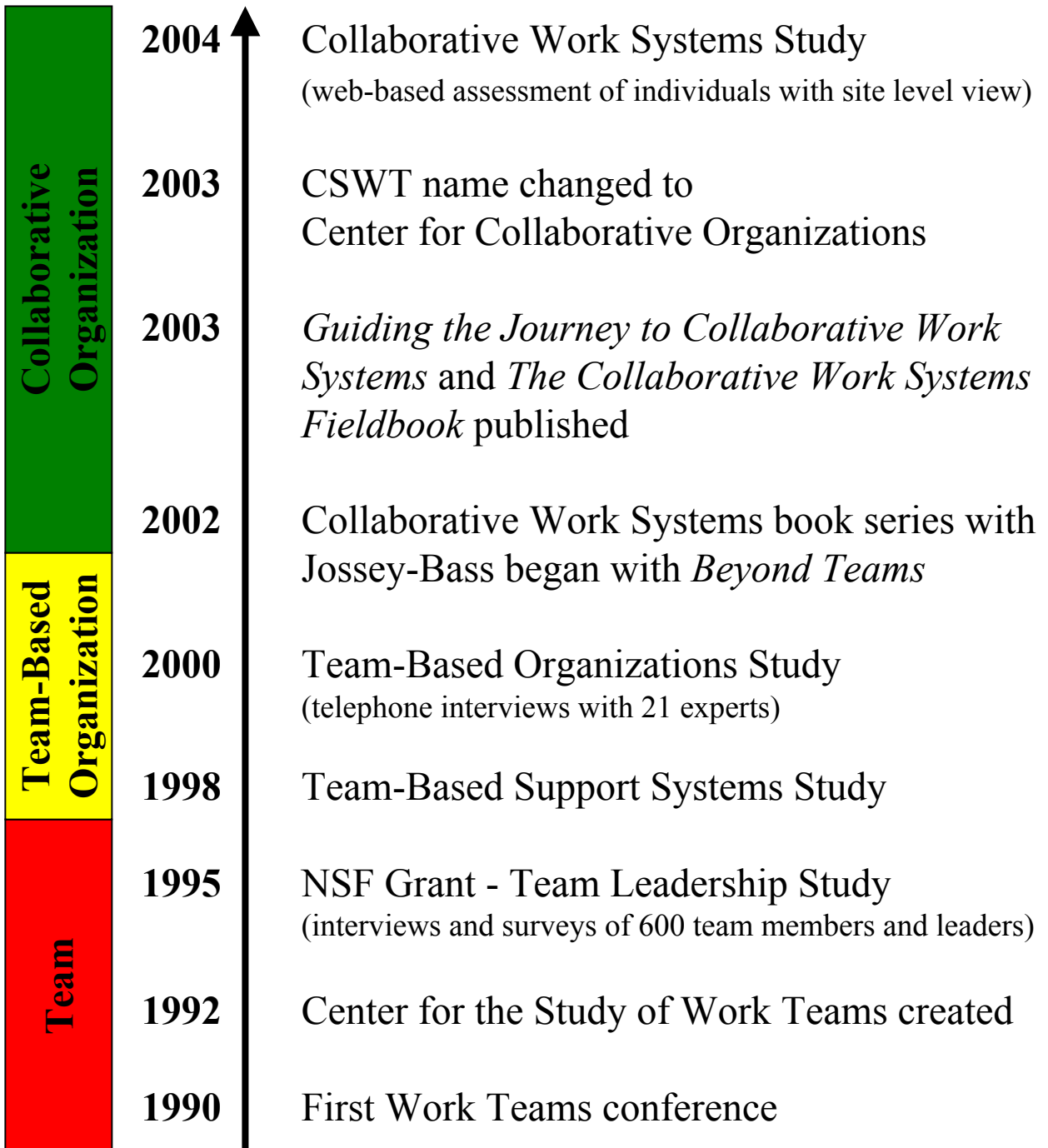


Influences on Our Work





Research History



The Language of Collaboration



What is a Collaborative Work System?

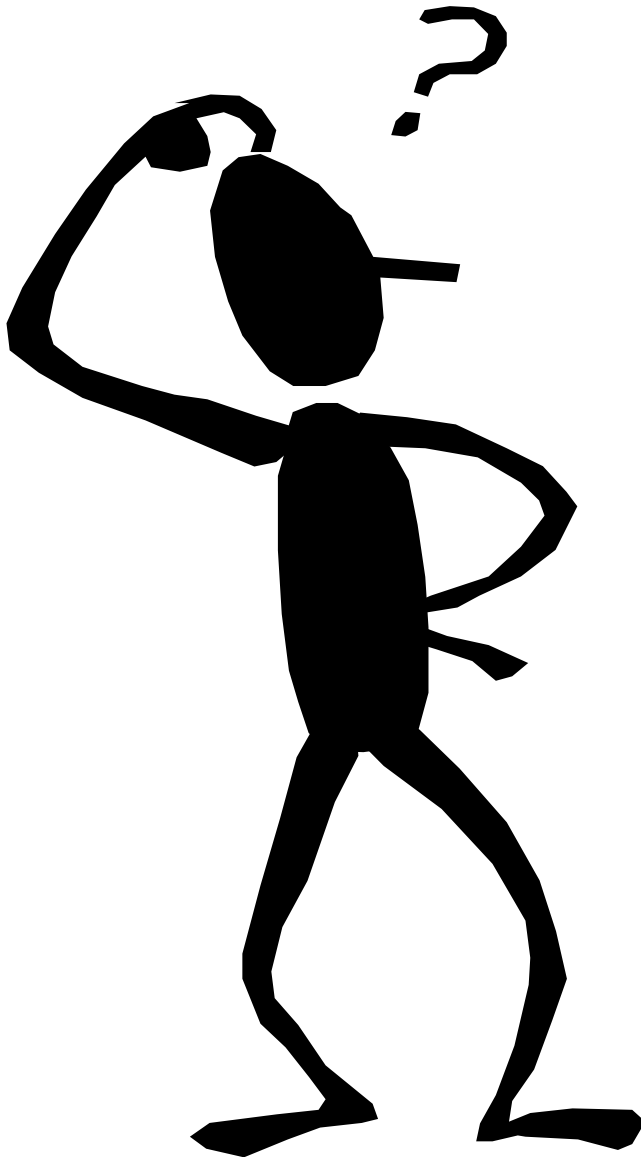
- Collaboration *occurs naturally*, but organizations tend to *create barriers*
- *Intentional focus* on collaborative work systems helps to bring down those barriers
- Can be *formal* or *informal structures* (team vs. community of practice)
- Come in *many shapes and sizes*
 - ◆ Group level
 - ◆ Teams
 - ◆ Communities of practice
 - ◆ Organizational level
 - ◆ Team-based organizations
 - ◆ Collaborative organizations

Goal:

Individuals and groups effectively working together to achieve strategic goals and business results



Why Collaborative Work Systems?



- For *business reasons* – CWS is a means to an end!
- To create a *competitive advantage* of organizing
- Creates a *context* for team success
- *Lateral integration* and *alignment*
- It is worth the *investment*
- *Continuous links* to the environment
- *Flexibility*



Other Terms

Organization

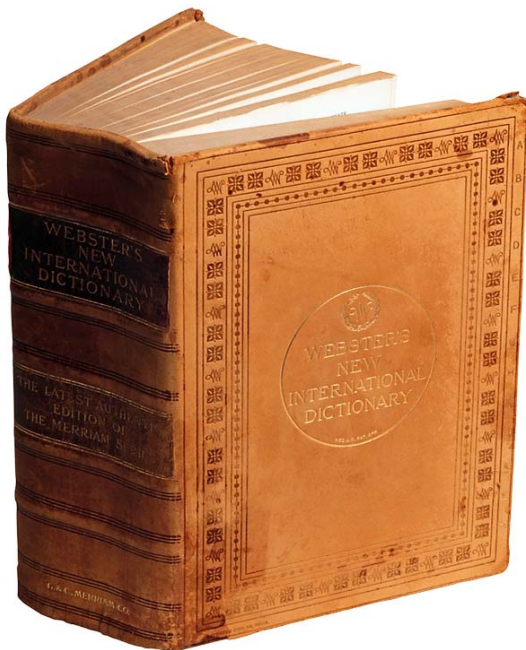
- The term “organization” can be defined in many ways (for example, site, department, business unit, corporation)
- Our material can apply to any of these definitions
- However, we tend to focus on the site level

Change Leadership Team (CLT)

- Group of people coming together to lead a major change initiative
- Representative mix of managers and employees is preferred
- Must be an effective team

Collaborative Work Systems Initiative (CWS Initiative)

- A major change effort to the build collaborative capability of an organization
- Most of our material applies to any major change initiative an organization adopts



Types of Collaborative Work Systems



Formal vs. Informal Collaboration

Formal Collaboration

- Temporary or permanent teams
- Single or multi-function teams
- Co-located or distributed teams
- Cross-function or function specific teams

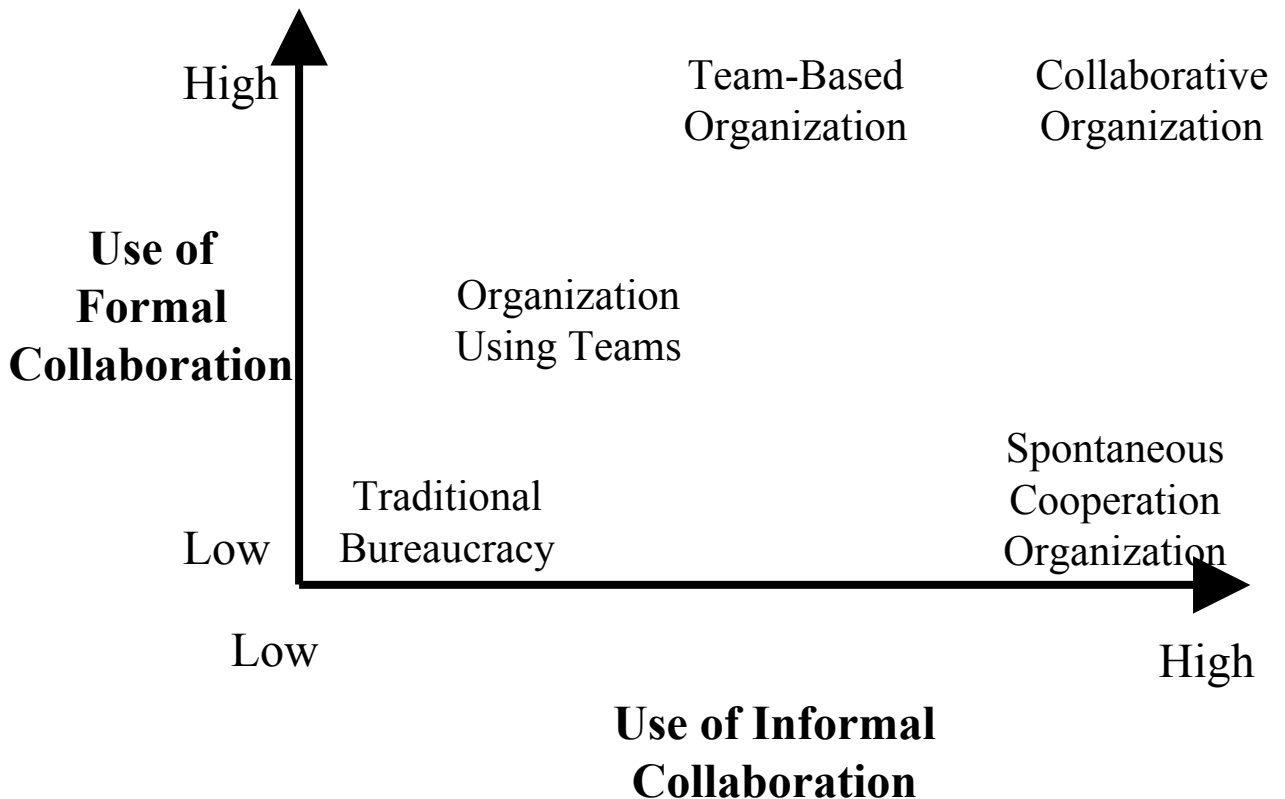
Informal Collaboration

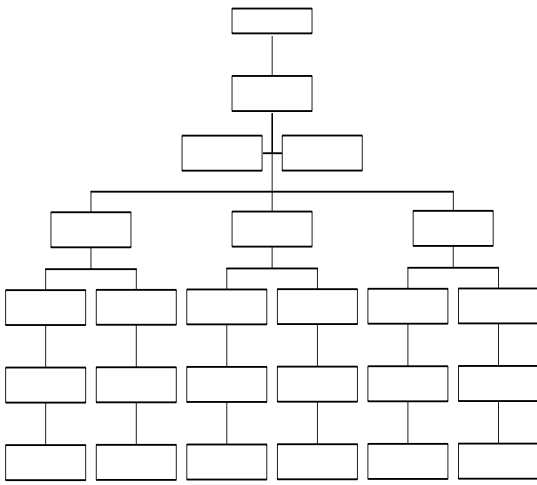
- Communities of practice
- Learning communities
- Water cooler



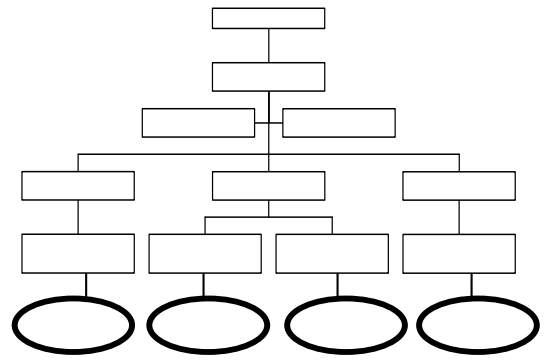


Types of Collaborative Work Systems

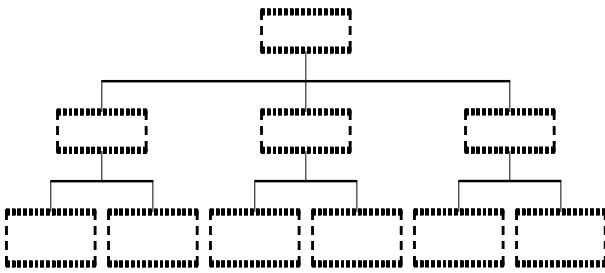




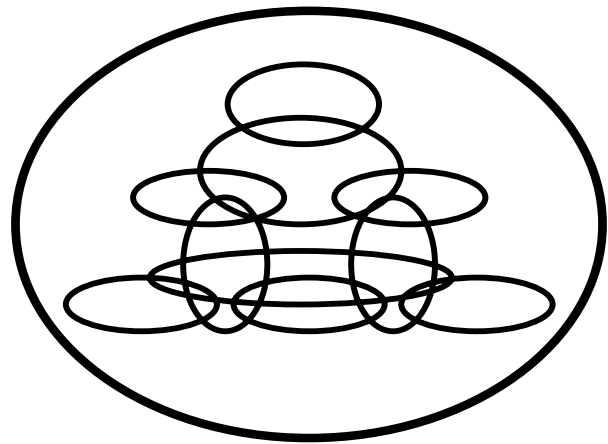
**Traditional
Bureaucracy**



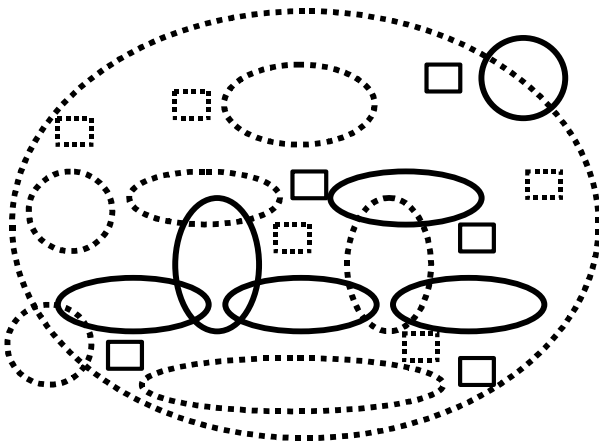
**Organization
Using Teams**



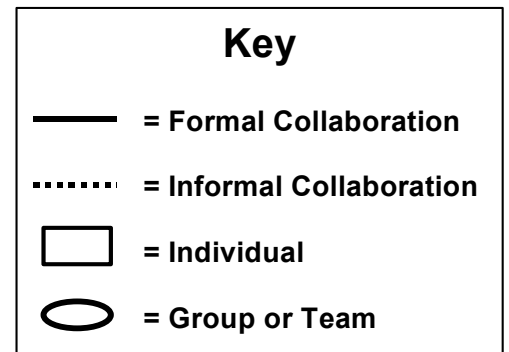
**Spontaneous
Cooperation
Organization**



**Team-Based
Organization**

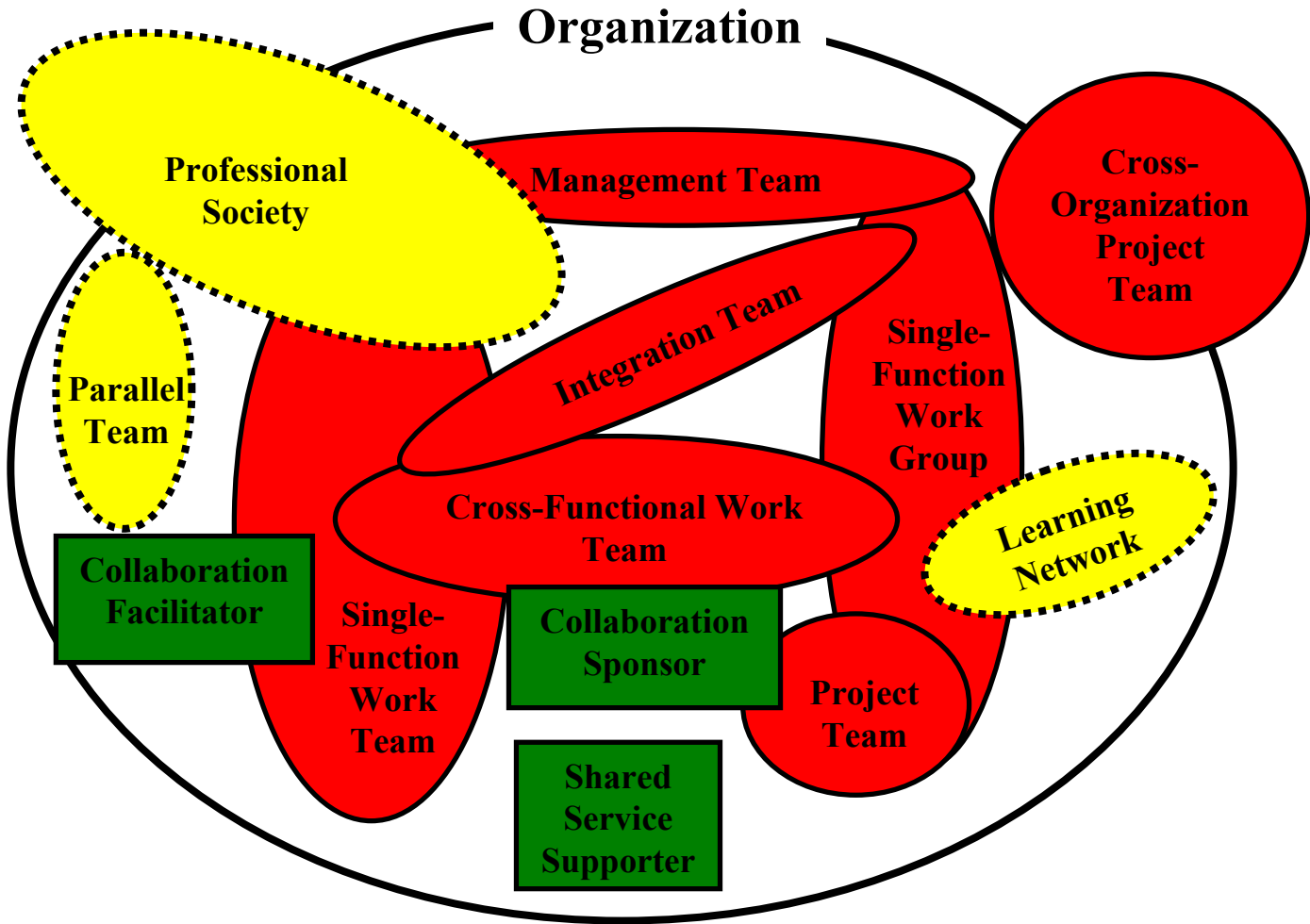


**Collaborative
Organization**





An Array of Collaborative Structures

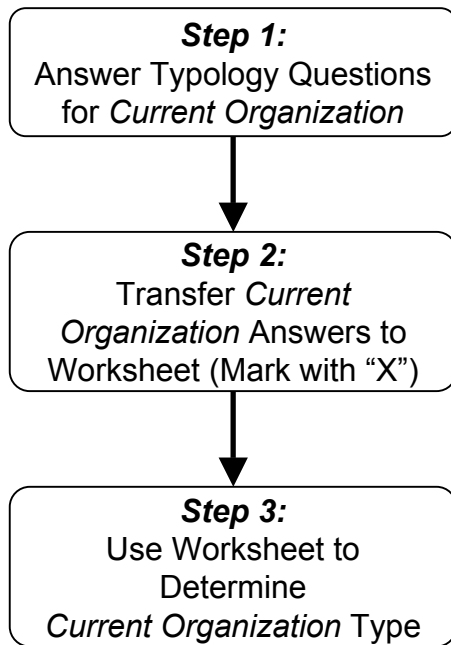


Key	
—	= Formal Collaboration
.....	= Informal Collaboration
□	= Individual
○	= Group or Team

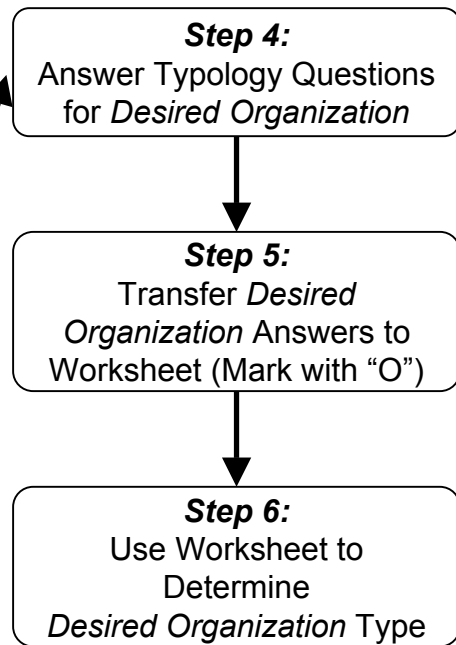


Types of Collaborative Work Systems *In Action*

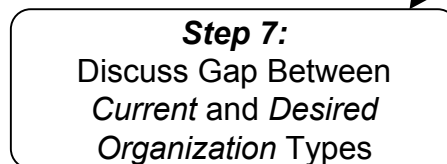
Current Organization



Desired Organization



The Gap



Worksheet – Identify Current and Desired Organization Types

X Only (Current)

Organization Type \ Design Criteria	Traditional Bureaucracy	Organization Using Teams	Spontaneous Cooperation Organization	Team-Based Organization	Collaborative Organization
Type of work	Simple	Moderately complex	Moderately complex	Complex	Complex
	Routine	Moderately non-routine	Moderately non-routine	Non-routine	Non-routine
Environment	Slow change	Medium change	Medium change	Fast change	Fast change
	Local	Moderate global	Moderate global	Global and local	Global and local
	Certain	Moderate uncertainty	Moderate uncertainty	Uncertain	Uncertain

X and O (Current and Desired)

Levels of hierarchy	High	Medium	Medium	Low	Low
Use of formal collaborative structures	Low	High	Low	High	High
Use of informal collaborative structures	None	None	High	Medium	High
Unit of accountability	Individual	Individual and team	Individual	Team, individual, and organization	Team, individual, and organization
How managers are organized	Individuals	Individuals	Individuals	Teams	Individuals or teams
Organization design supports	Individual	Individual	Informal collaboration	Formal collaboration	Both formal and informal collaboration



Practical Applications

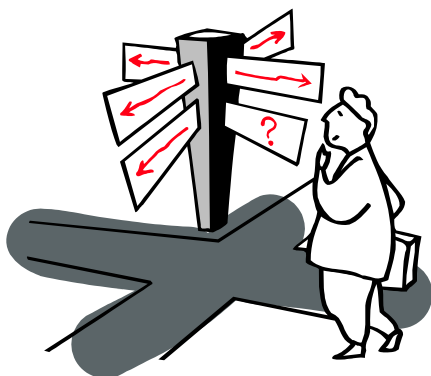
“So What?”

Identifying current and target organization type provides:

- A **baseline** (or snapshot of current point in the evolution) for the change effort.
- A broad-level **target** for the CWS initiative.
- Understanding of **strengths and weaknesses**.
- Understanding of **opportunities and hurdles**.

Next Steps:

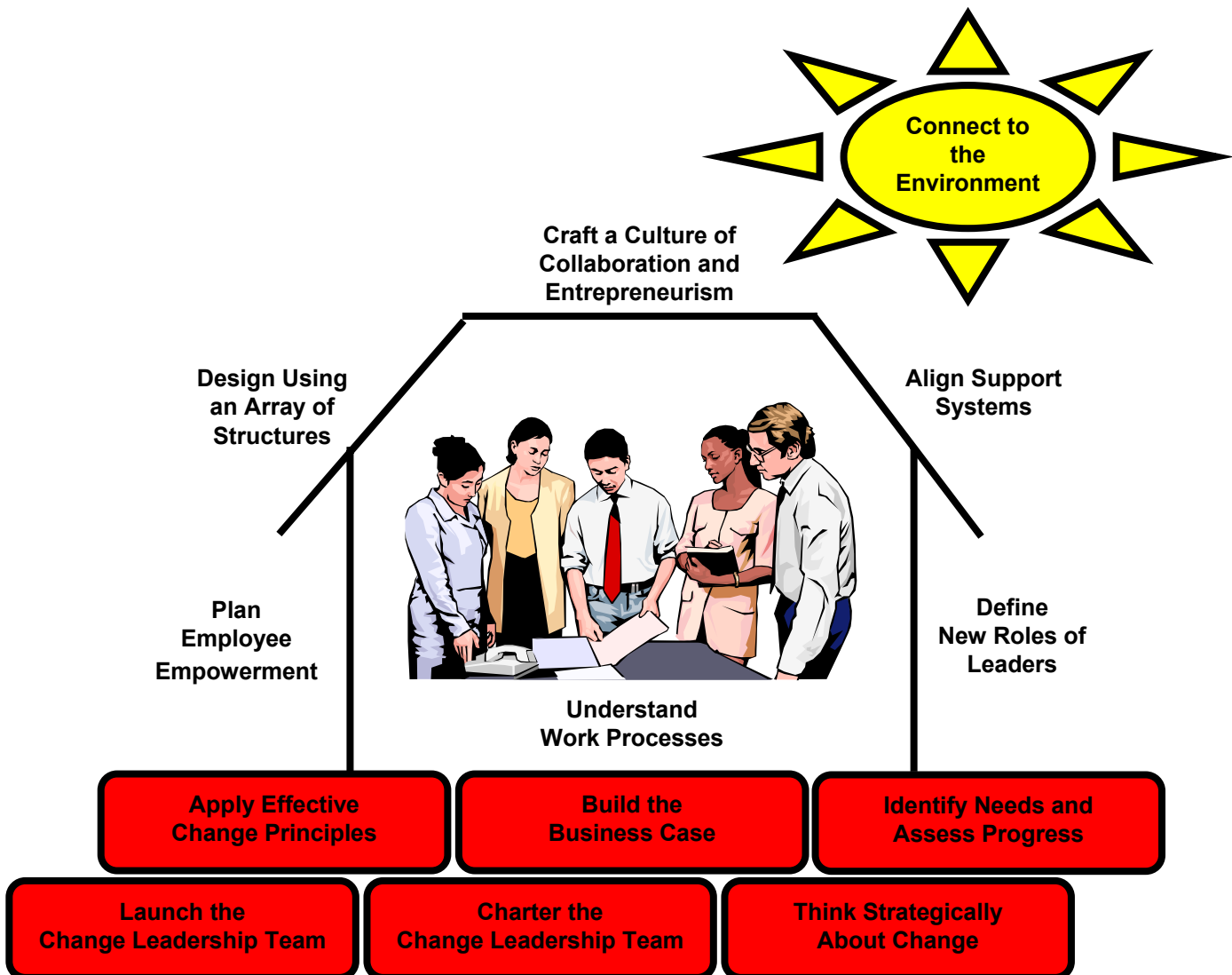
- **Review your results with key decision makers** in the organization to determine the scope of the CWS initiative and gain their support.
- Determine what is a **realistic time frame** for achieving the vision.
- **Revisit the organization type chart periodically** to consider progress and refresh the change effort.



**The Critical Success Factors
for
Collaborative Work Systems**



The Strategic Design Process





The *Collaborative Work Systems Design Tool*

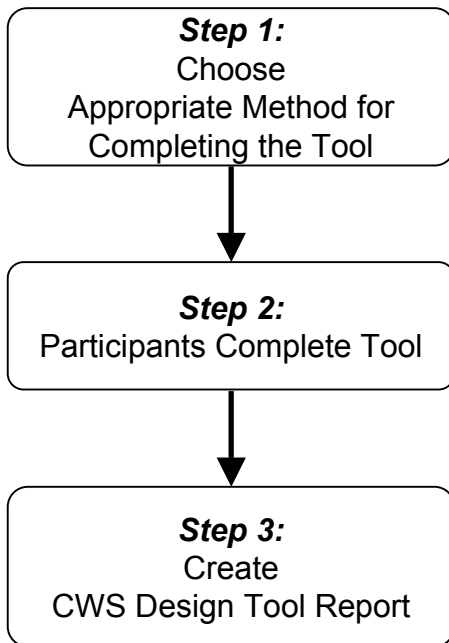
- *Identifies gaps* between your current and ideal situation as perceived by your survey participants
- Provides results *tailored* to your organization
- *Measures the essential building blocks* for planning, implementing, and sustaining Collaborative Work Systems
- Use the results to *identify areas for improvement* in your organization



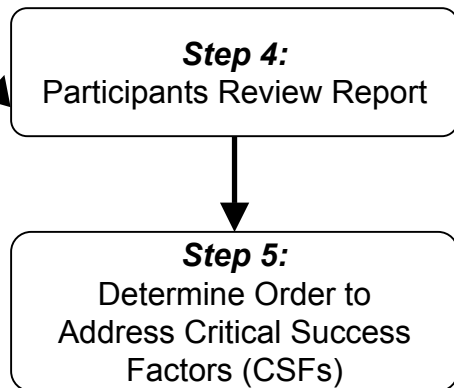


The Collaborative Work Systems Design Tool In Action

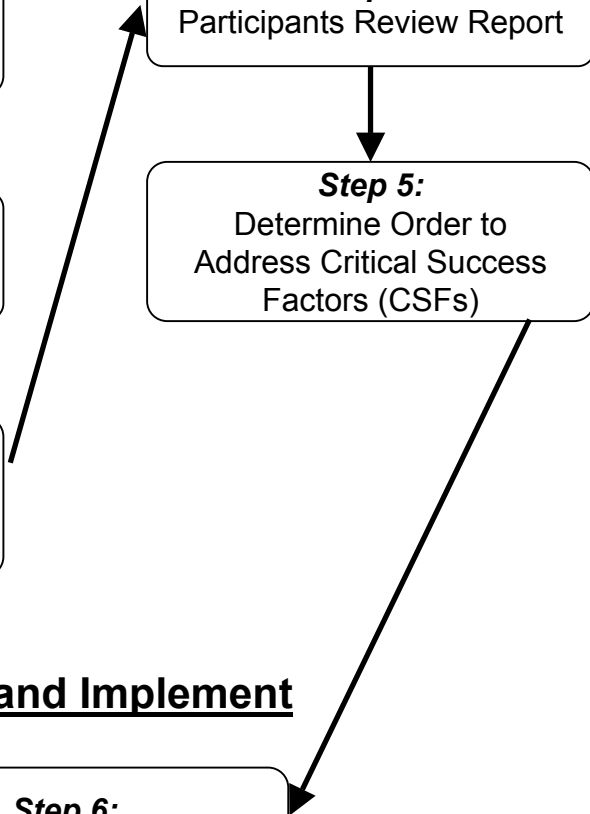
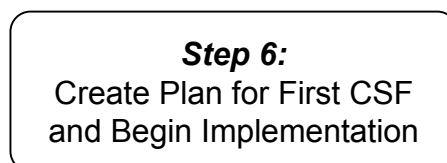
Complete Tool



Review Results

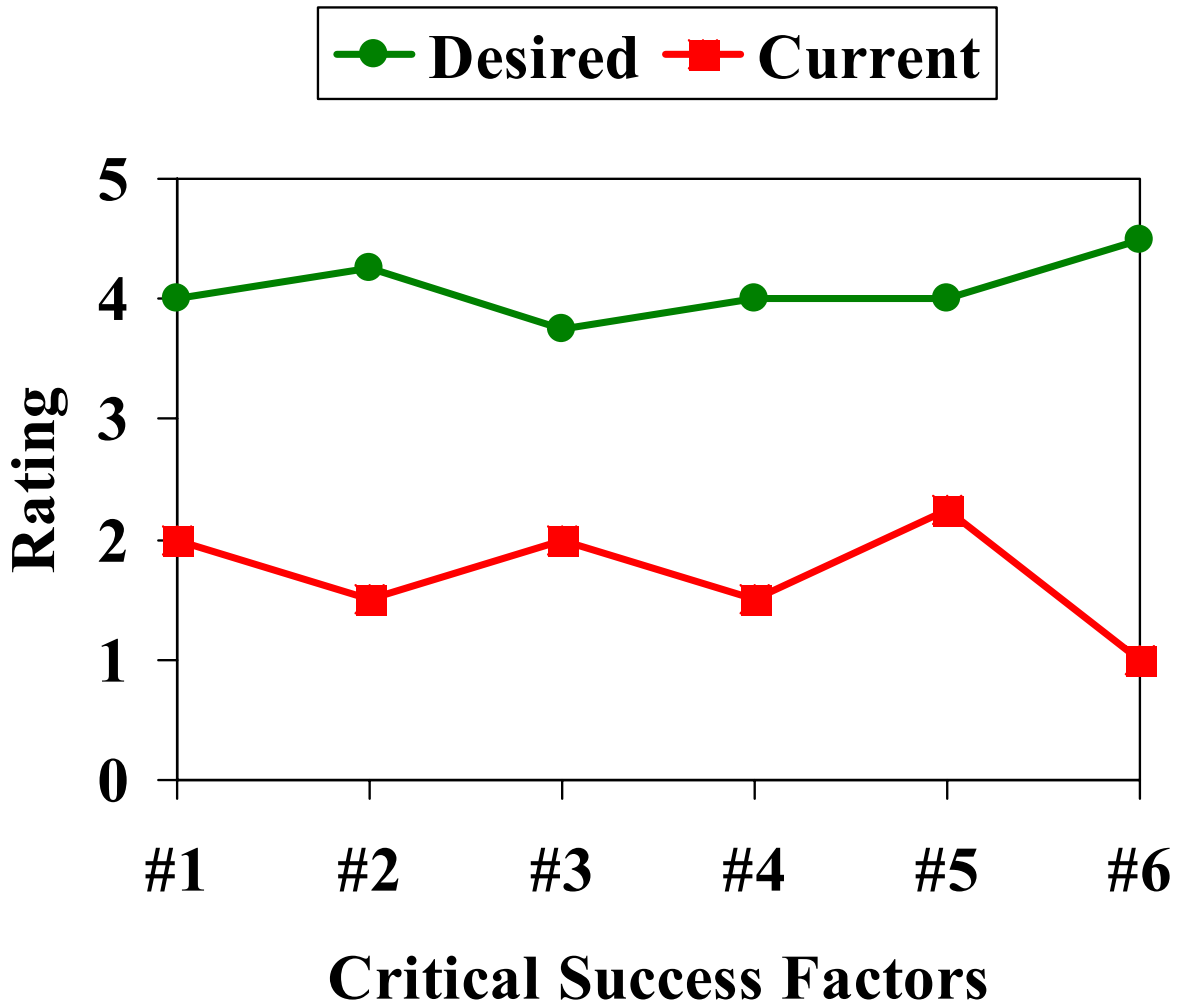


Plan and Implement





Sample Collaborative Work Systems Design Tool Results





Practical Applications

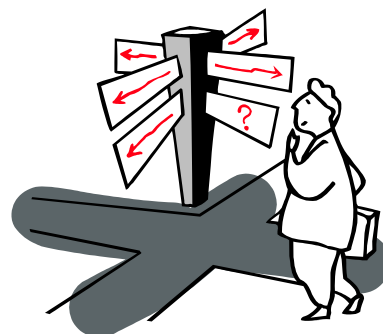
“So What?”

Completing the CWS Design Tool provides:

- **Better understanding of CWS concepts** and how they apply to your organization.
- A “**collaborative pulse check**” of your current organization.
- A **target** for the ideal level of CWS.
- **Awareness of improvement needs** to meet that target.
- A **prioritized list of Critical Success Factors** to address.

Next Steps:

- Develop a **plan for addressing each CSF**.
- **Share plans with people in your organization** to gain their input and support.
- **Implement change** plans.
- Consider **implementing any ideas** that came up while analyzing the assessment data.
- **Periodically repeat the CWS Design Tool** to measure progress



Conclusion



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