C to Shining C - Moving from Cooperation to Collaboration

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Part of the Organizational Communication Commons
By the end of the workshop participants will be able to:

- identify the importance of collaboration, its benefits, and barriers
- describe how to start or promote a collaborative effort using best practices
- identify how to grow a collaborative mindset within yourself to be able to apply in our work environment
Collaboration Experiences

“Anchored Development”
Collaboration

What it *is*:
n. work jointly on an activity, especially to produce or create something

“All hands on deck, collaborators! Time to hoist the sails.”

How it is *seen*:
n. cooperate traitorously with an enemy

“Ye mutinous collaborators are to walk the plank.”
“If the only way the most productive can be successful is by suppressing the productivity of the rest, then we badly need to find a better way to work and a richer way to live.”
<table>
<thead>
<tr>
<th>Compete</th>
<th>Co-exist</th>
<th>Communicate</th>
<th>Cooperate</th>
<th>Coordinate</th>
<th>Collaborate</th>
<th>Integrate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competition for clients, resources, partners, public attention</td>
<td>No systematic connection between agencies</td>
<td>Inter-agency information sharing (e.g., networking)</td>
<td>As needed, often informal interaction on discrete activities or projects</td>
<td>Groups and organizations systematically adjust and align work with each other for greater outcomes</td>
<td>Longer team interaction based on shared mission, goals; also shared decision-making and resources</td>
<td>Fully integrated programs, planning, and funding</td>
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**Spectrum of Collaboration**

“Unchartered Territory”
FROM

- Competition
- One correct view and answer
- Carry out isolated directions
- Reactive
- Avoiding uncertainty
- Fragmentation
- Them (their fault/problems)

TO

- Cooperation and consensus
- Multiple legitimate views and solutions
- Solving shared problems and objectives
- Proactive and reactive
- Acknowledging and managing uncertainty
- Integration across boundaries
- Us (equals ownership)

Benefits of Collaboration

“Buoys”
Facilitators of Collaboration

**Relationship Building**
- Brainstorm ideas together
- Use active listening
- Provide and accept constructive feedback
- Reflect on project/task together

**Communication**
- Respect
- Trust
- Feeling Valued

**Tools**
- Social Media
- Google Drive
- Trello

“Life Jackets”
Facilitators of Collaboration

- Relationship Building
  - Tuckman’s Team Building
  - OPM’s Collaborative Team Environment

- Communication
  - 7 Cs
  - Introverts vs Extroverts
  - Business Communication Strategies
  - Group Communication Strategies

- Tools
  - Steiner’s Taxonomy of Tasks
  - Architecture of Collaboration

“Life Jackets”
Tuckman’s team development model

- Form
- Storm
- Norm
- Perform
Tuckman’s team development model

All Aboard!
Tuckman’s team development model

Batten Down the Hatches

STORM

Relationship Building
Tuckman’s team development model

Smooth Sailing
Tuckman’s team development model

Disembarkation

Perfom
Have a common purpose and goal

Trust each other

Appreciate diversity

Clarify roles

Communicate openly and effectively

Balance the team’s focus

OPM Team Building
<table>
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<tr>
<th>Preferences</th>
<th>Introverts</th>
<th>Extroverts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work Style</td>
<td>Never mistake for lack of motivation</td>
<td>Enjoy the spotlight</td>
</tr>
<tr>
<td>Communication</td>
<td>Email, instant message, text</td>
<td>Phone calls, in-person conversations</td>
</tr>
<tr>
<td>Office Setting</td>
<td>Privacy</td>
<td>Open area</td>
</tr>
<tr>
<td>Recognition</td>
<td>Private praise, congratulatory email</td>
<td>Public praise, recognition in team meetings</td>
</tr>
</tbody>
</table>

**Personality Preferences**
Collaborators in Context

In a group
Consider...
- Significance and forum
- Goals and purpose
- Respect for individuals
- Barriers to communication

As an individual
Seek to...
- Consider your Cs
- Avoid absolutes and assumptions
- Actively listen and ask questions
- Be open and organized
7 Cs of Communication
7 C’s of Communication
7 Cs of Communication
7 Cs of Communication
Considerate
7 Cs of Communication
7 Cs of Communication
Steiner’s Taxonomy of Tasks

- Component
- Focus
- Interdependence
Can this task be divided up?

Divisible

Must this task be completed or decided upon by the group?

Unitary
Are you trying to get a high number of tasks completed?

Maximizing

Are you trying to increase efficiency of tasks?

Optimizing

Steiner’s Taxonomy of Tasks
Steiner’s Taxonomy of Tasks

Additive
Compensatory
Disjunctive
Conjunctive
Discretionary

Interdependence
The Collaborative Organization

Infrastructures, protocols, and processes
that enable multi-actor collaboration

Commons
where the actors accumulate and share resources

Actors
who have the capabilities and values to self-organize
Barriers to Collaboration

Funding
- Spaces
- Services

Staff
- Resources
- Collections

Barriers
- Pecking order or organizational hierarchy (Hansen et al, 2004)
- Differing strategic goals and priorities (Atkinson, 2019) or dissonance (Hansen et al, 2004)
- Recognition and status (Cunningham, 2006)
- Lacking time management skills and the ability to celebrate others (Atkinson, 2019)

Time

Competition/Ownership
Determinants of Successful Collaboration

- Needs assessment
- Strategic planning

Alignment
- Common mission, goals, and vision
- Identifying mutual benefits

Roles & Responsibilities
- Role and task definition
- Accountability

Assessment
- Identifying metrics

Project Management
- Work flow
- Monitoring

“Navigating Stormy Seas”
Takeaways and Q&A

“Take a Bow”
References


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References

