# The digital workplace manual they didn't give you:

How to turn end users into great collaborators (and innovators)

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## Innosis

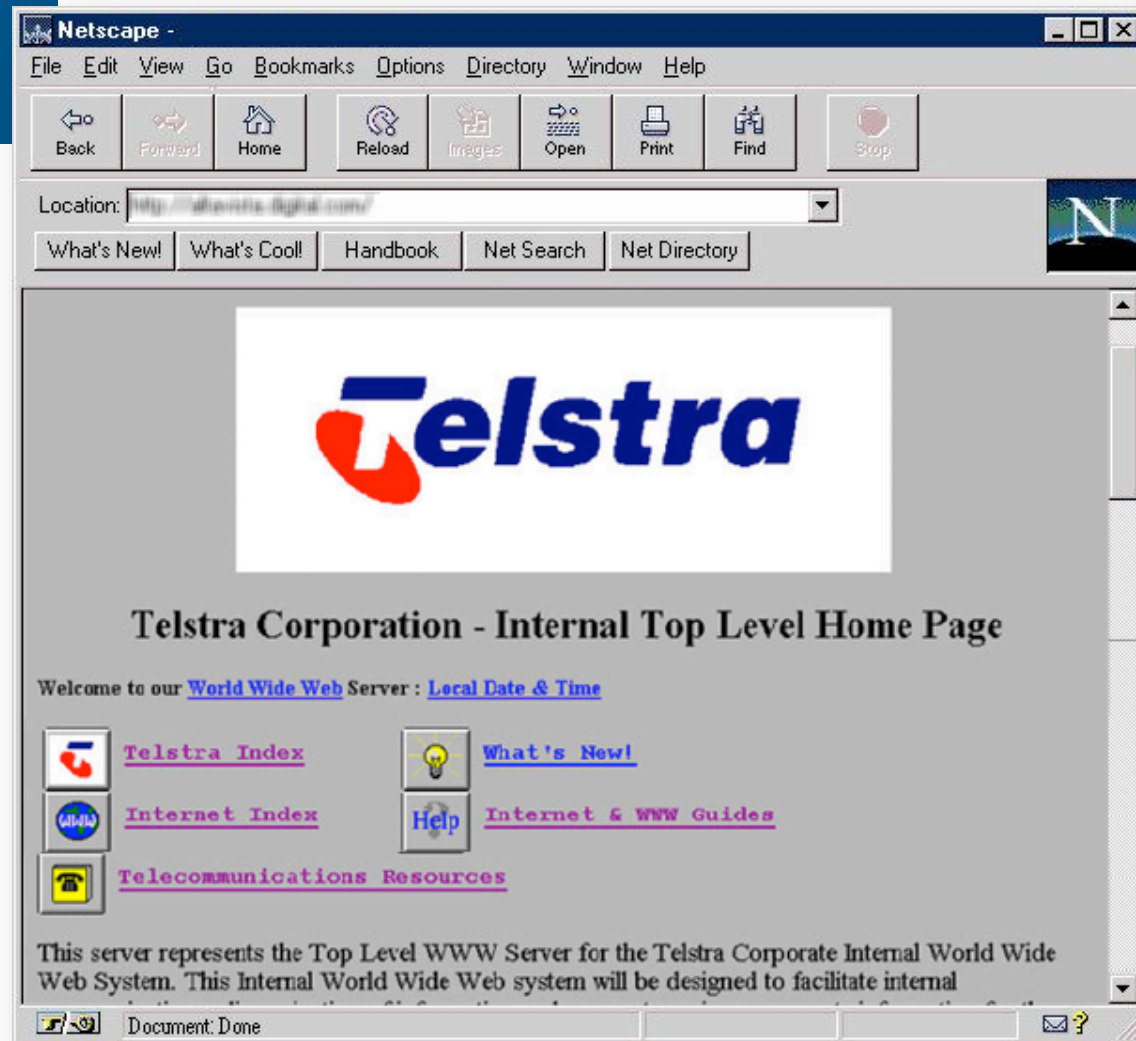www.innosis.eu

7 steps
to collaboration
as a way of working

INNOVATION
Everyday innovators

# Telstra's intranet circa 1994

# Intranet timeline

## What we expect of the ['Digital workplace']



- Publish content online
- Publish without knowing HTML
- Manage content in central database, use of forms to collect data
- Web interfaces to back end systems
- Online training
- **Push the right information to the right people at the right time**

- Publish content online
- Code in HTML
- Educate staff in use of a 'browser'

1995       2000s
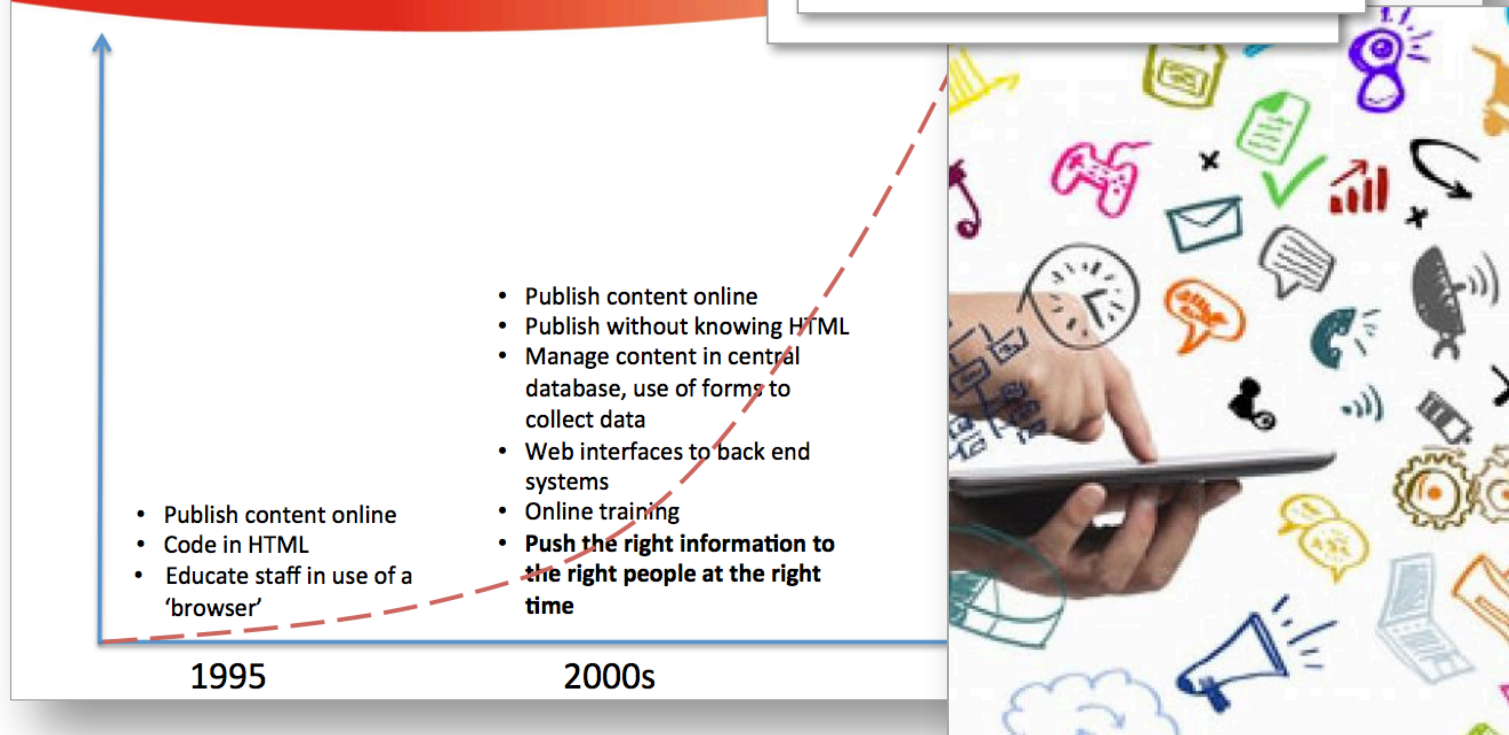
**Content** ➡ **Collaboration**

# THE SEVEN STEPS
to establishing collaboration as a way of working

**7**

Manage ongoing progress

Manage digital
workplace chaos

Taking collaboration
to the next level:
Active vs Passive collaboration

Align to business process
and map tools

Get people talking

Set a vision for collaboration

Establish the preconditions

**Collaboration
as a way of
working**

**Innosis** SUSTAINABLE INNOVATION FOR YOUR DIGITAL WORKPLACE

# ESTABLISH THE PRECONDITIONS

Everything starts with trust

**No trust = no hope**

**It's okay to say something negative**

**Permission to open up, be ourselves**

Take away the FEAR of having an open, honest conversation

Take away the FEAR of being judged or punished

1

**Strong and simple messages from senior leaders** (Comms Plan)

**Middle/people managers are key – they give real-time permission, embody and cascade the values** (primary audience)

**Aim: build confidence the messen____ ____ ____shot!**

**Identify 'trust' blockers** – surv____ ____ ____rkshops

TACTICS

# SET A VISION FOR COLLABORATION

VISION = the reason we do it

~~'To collaborate more effectively'~~

## What's the PRIMARY compelling reason we should change the way we work?

**Business objectives**

2

- Innovative products

- Faster turnaround times

- Improve customer NPS (Net Promoter Score)

Release the creative potential of our team or group

A smarter customer feedback loop

Remove steps from the internal processes that we control

Respond faster to internal business demands

Never allow a customer enquiry to go cold

Learn from war stories

'We need to use these tools so that ..........................'

Conversations are the root of collaboration

What ignites a spontaneous conversation?
What connects us as human beings and co-workers?

3

Need to vent (say something negative)

Frustration

Negative emotion

Excitement of discovering a shared goal or interest

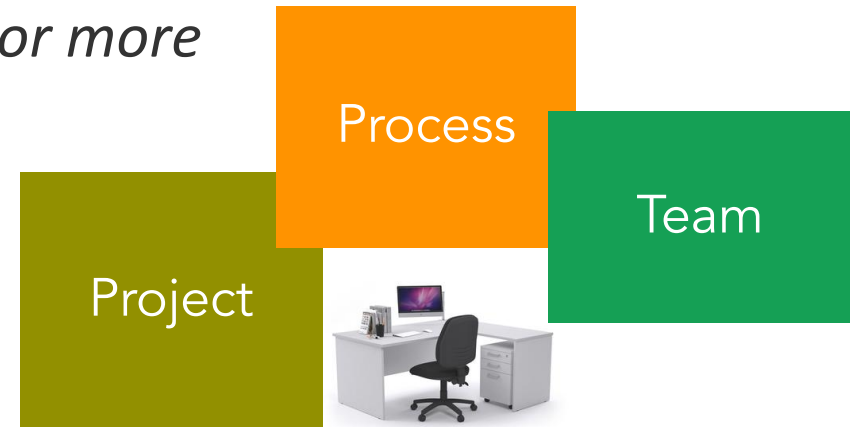Disaster!

Encourage and embrace the whinge and the whine.

# ALIGN TO BUSINESS PROCESS, THEN ASSIGN TOOLS

Getting the logic in the right order

Typical starting point:
*'Here are some tools'*

*'Everyone is part of one or more collaborative entities'*

Process

Team

Project

**4**

A better starting point:

- What process / project / team / business function do we belong to?

- Who needs to collaborate with who for this function to be successful?

- What is the knowledge that needs to be processed, generated, stored, transferred etc for this function to be successful?

# ALIGN TO BUSINESS PROCESS, THEN ASSIGN TOOLS

Then drill down...

**4**

What knowledge nee~~ds~~ to be crea~~ted~~ develo~~ped~~

'What's the best fit tool to meet the business need?'

Measure of success: user confidence in knowing which tool to use

~~dit~~ trail?

~~us~~ ~~i~~s our vision ~~if~~ others in the organisation can see it?

What are the different layers of collaboration required?

## ACTIVE vs. PASSIVE collaboration

**5**

PULL

### Passive collaboration

Task centric
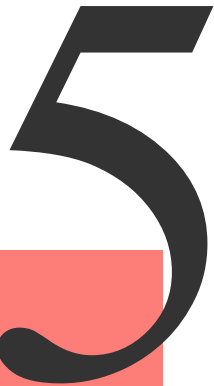Pulling knowledge from the network
(aka Knowledge Management)

Post questions

Seek answers

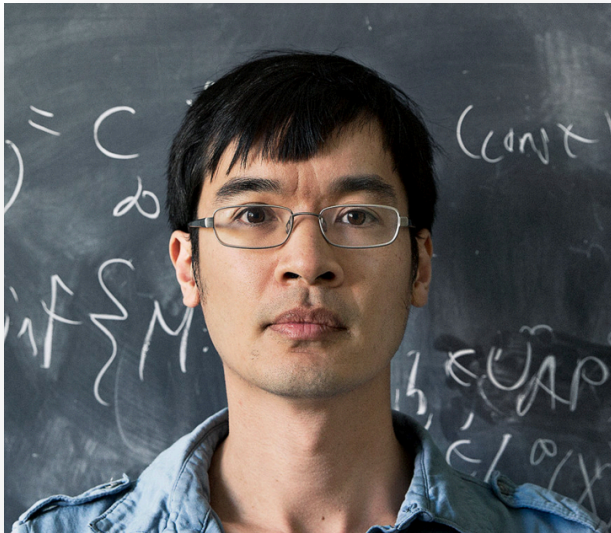Supply answers

*Transactional*

PUSH

### Active collaboration

Enhancing/building on knowledge
Distributing knowledge
Vision-driven

@mentions

Informative posts (sharing insights)

Comments containing additional thoughts/views

Targeting Groups to share with

*Organic*

# LIFT COLLABORATION TO THE NEXT LEVEL

**His qualities as an 'innovator', as described by colleagues:**

- Prolific sharer

- Celebrates the work of others

- Shares favourite tricks

- Documents his progress

- Delights at corrections in the comments

- Organises online efforts to solve problems

- "Part of a network, always communicating, always connecting what he is doing with what other people are doing.''

Terence Tao

5

Exemplary ACTIVE COLLABORATION behaviours

Generating conversations

# Examples of generating conversations in the digital workplace

| | | |
|---|---|---|
| | **Conduct digital balcony sessions** | • Step back from the task<br>• Permission to be honest |
| | **Create contained spaces for disruptive conversations** | • Safe place. The rules are: there are no rules<br>• Problems encouraged<br>• Harness the nay-sayers |
| | **@ mention specific people** | • Start a conversation outside the group/team |
| | **Change expectations of meeting etiquette** | • Run team meetings like a corridor conversation<br>• What's the burning platform? What sucks? |
| | **Lose the agenda in meetings** | • Equal speaking and listening<br>• Focus on common goal, not tasks |
| | **Senior leaders active in digital conversations** | • 'Digital leadership'. *Trickle down management*<br>• Listen, respect, respond; model the behaviour<br>• Staff emboldened, will start talking |
| | **Introduce knowledge from outside of immediate teams and tasks** | • What is our client/customer complaining about?<br>• Day in the life from another department |

Valid conversations don't exist without this

5

IBM Connections

Office 365

Reposition **GOVERNANCE**
(origins in I.T.)

as

**GUIDANCE** (sanity-making)

# 6

'What should I use when????'

Create a starter's chart – make some high level calls

Flexibility for different business areas – leaders should encourage teams, projects and processes to develop their own guidance

Owned by middle management/people leaders – they need to lead

effective guidance

Community/Intranet Manager – curate a Group

# MANAGE ONGOING PROGRESS

**The flip side of stats:**
**the key behaviours that will sustain collaboration**

1. **Senior leaders regularly reinforce the message that they want a more open, conversation-based way of working - and then walk the talk**
2. **Through this modeled behaviour, staff have belief that social collaboration is a primary vehicle for change and success**
3. Staff and management understand that conversations content, have business value (knowledge sharing, rela
4. Staff feel safe posting, commenting and @mentioning
5. Senior leaders use social channels with a 'light touch', engaging positively, as opposed to a top-down broade
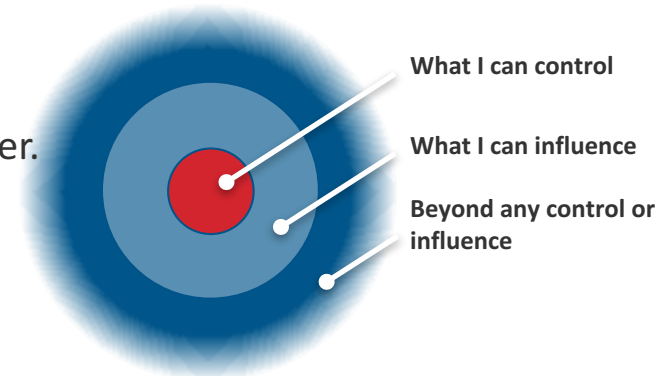
**DIAGNOSTIC**
- Rate from 1-10
- Repeat at regular intervals
- Who does it?

**Expose the blockers**

What is stopping us manifesting these behaviours?

## 7

### Action

Develop a strategy/tactics for each blocker.
Start small.
Work within Circles of Control/Influence.

What I can control

What I can influence

Beyond any control or influence

# THE SEVEN STEPS
to establishing collaboration as a way of working

7

| Step |
|------|
| Manage ongoing progress |
| Manage digital workplace chaos |
| Taking collaboration to the next level: Active vs Passive collaboration |
| Align to business process and map tools |
| Get people talking |
| Set a vision for collaboration |
| Establish the preconditions |

**Collaboration as a way of working**

**'The Collaboration Stack'**

# EVERYDAY INNOVATORS

How do we get people innovating?

We consider these our ~~collaboration tools~~ innovation engine

Collaboration and Innovation start at the same place -
Conversations

Office 365

Teams

SharePoint

Yammer

OneDrive for Business

Skype for Business

jive

jostle

IBM Connections

Lithium

chatter

Confluence

Mumba Cloud

...etc

## How do we get people innovating?

Build an idea capture tool

Create an environment in... ...od collaborative which half-form... connect ac... generate no... ...ive collaboration. *Remember Terence Tao!*
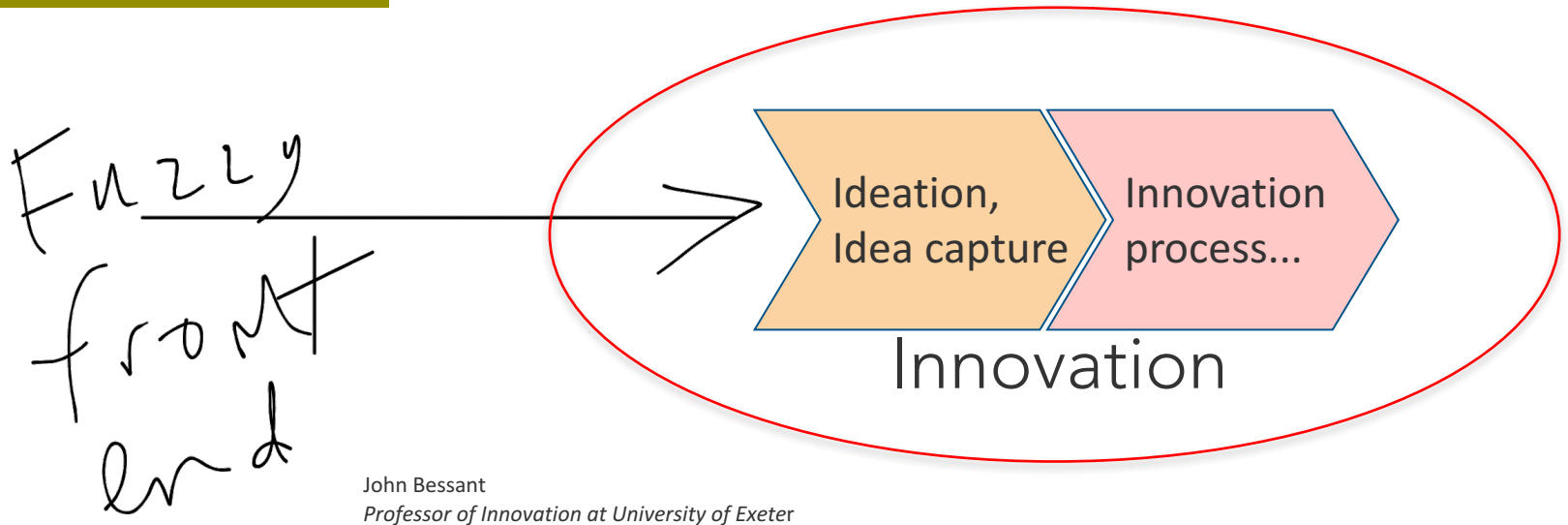
**$0 !!**

## Use your ~~collaboration tools~~ innovation engine

- Create disruption spaces - Groups, Teams, threads – to tackle business challenges, big and small
- @mention, comment, encourage distribution of ideas and feedback
- Communicate the difference between Active and Passive collaboration

Think of collaboration as...



Fuzzy front end

Ideation, Idea capture → Innovation process...

**Innovation**

John Bessant
*Professor of Innovation at University of Exeter*

## Innovation needs the same things:

- A safe environment
- Led by a vision
- **The ability to have conversations across borders**
- A place where partially formed ideas can intersect

Consider calling your Community Manager your Innovation Manager

# SUMMING UP

There are finite steps you can take to build a collaborative culture.

The acts of @mentioning, posting, alerting etc are all acts of innovation, using the medium of collaboration tools.

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# Thank you!

Innosis    SUSTAINABLE INNOVATION FOR YOUR DIGITAL WORKPLACE

## The nine behaviours that will sustain collaboration

1. Senior leaders regularly reinforce the message that they want a more open, conversation-based way of working – and walk the talk

2. Through this modeled behaviour, staff have belief that social collaboration is a primary vehicle for change and success

3. Staff and management understand that conversations on a social platform, no matter the content, have business value (knowledge sharing, relationship building, empathy)

4. Staff feel safe posting, commenting and @mentioning when they feel it's important

5. Senior leaders use social channels with a 'light touch', listening and once in a while engaging positively, as opposed to a top-down broadcast opportunity

6. By default, leaders allow their staff time to work with others not crucial to their immediate task who will benefit from their knowledge, or have insights to share

7. Staff are keen to be listed as an expert in a subject, rather than duck it

8. Teams are actively encouraged to bring outside thinking into their circles

9. Leaders recognise the innovative value of active collaboration
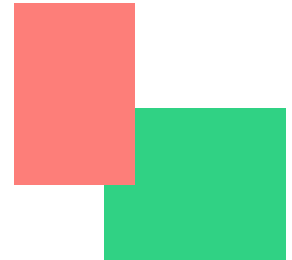
What clients tell us are the 5 most common collaboration blockers.

1. No time to collaborate, interferes with my 'day job'

2. Fear of:
   being visible
   failure
   conflict
   disapproval

3. Email dependency

4. Senior staff not engaging

5. Tool overload

*Sample: 60 participants across 40 organisations*