Collaboration as Strategy

The impact of relational capital on organisational resilience

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20% - 40%
"We just don't seem to be able to get our people to work with one another"

"We hire really smart people, but when it comes to complex problems they seem to think they have to solve them all by themselves"
Conservative
Efficient
Safe

Hierarchical

Daring
Diverse
Creating

Team-oriented
Egalitarian

Appelbaum, Roberts and Shapiro, 2009:44
20%-40%

Everybody’s a stranger
How can we improve this?
20%–40%
20% - 100%

Image: Steve Jurvetson

Source: Gratton & Erikson, HBR Nov 2007
20%-40%

Too many links?
Groupthink & Faultline Risk

How can we reduce this?
Tuning Virtual Teams

The most basic form of collaboration
Negative impact on innovation:
- Lack of shared context
- Lack communication richness
- Lack of internal organisation
- Communication breakdowns from culture clash

Gibson & Gibbs, Unpacking the Concept of Virtuality, 2006
• **Weak tie** = Access to novel knowledge & information

• **Strong tie** = Transfer of it
Psychologically safe communication climate

Includes
1. Participation
2. Support
3. Openness
4. Mutual respect
5. Active Listening
6. Risk taking
7. Trust

Not necessarily
1. Motivation climate
2. Achievement climate
3. Recognition for effort
4. Cohesiveness
5. Loyalty

Gibson & Gibbs, Unpacking the Concept of Virtuality, 2006
“Culture is absolutely paramount. Any kind of sharing tool is not going to work unless you get the environment right first.”

- Stewart MacLeod
Individualistic Collaboration Culture

Collaboration Culture

Innovation Culture
Create broad relational capital
Aim for the 20-40%
Build a Psychologically Safe Communications Climate
“Coming together is a beginning, staying together is progress, and working together is success.”

- Henry Ford
References:

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- Nicholas Christakis: Human Networks (TED Talk)
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