

# Knowledge Exchange Forum 2010

## *Finding the Middle Ground in a Spectrum of Collaboration*

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# A Practitioner's View of Collaboration

“Collaboration is an unnatural act between non-consenting adults.”

– Former US Surgeon General, Jocelyn Elders

“We all say we want to collaborate, but what we really mean is that we want to continue doing things as we have always done them while others change to fit what we are doing.”

# Lessons from the Dancing Guy



# Technology Spectrum of Social Collaboration

**Mass Collaboration**  
100,000+

**Uses Physical Technologies**

Quick start up  
Relationships after action  
Low trust requirement  
Low partner monitoring  
Exchange of codifiable knowledge  
High standardization  
Un-centralized decision making  
Greater scale & exposure  
Viral growth



**Small Group Collaboration**  
< 25

**Uses Social Technologies**

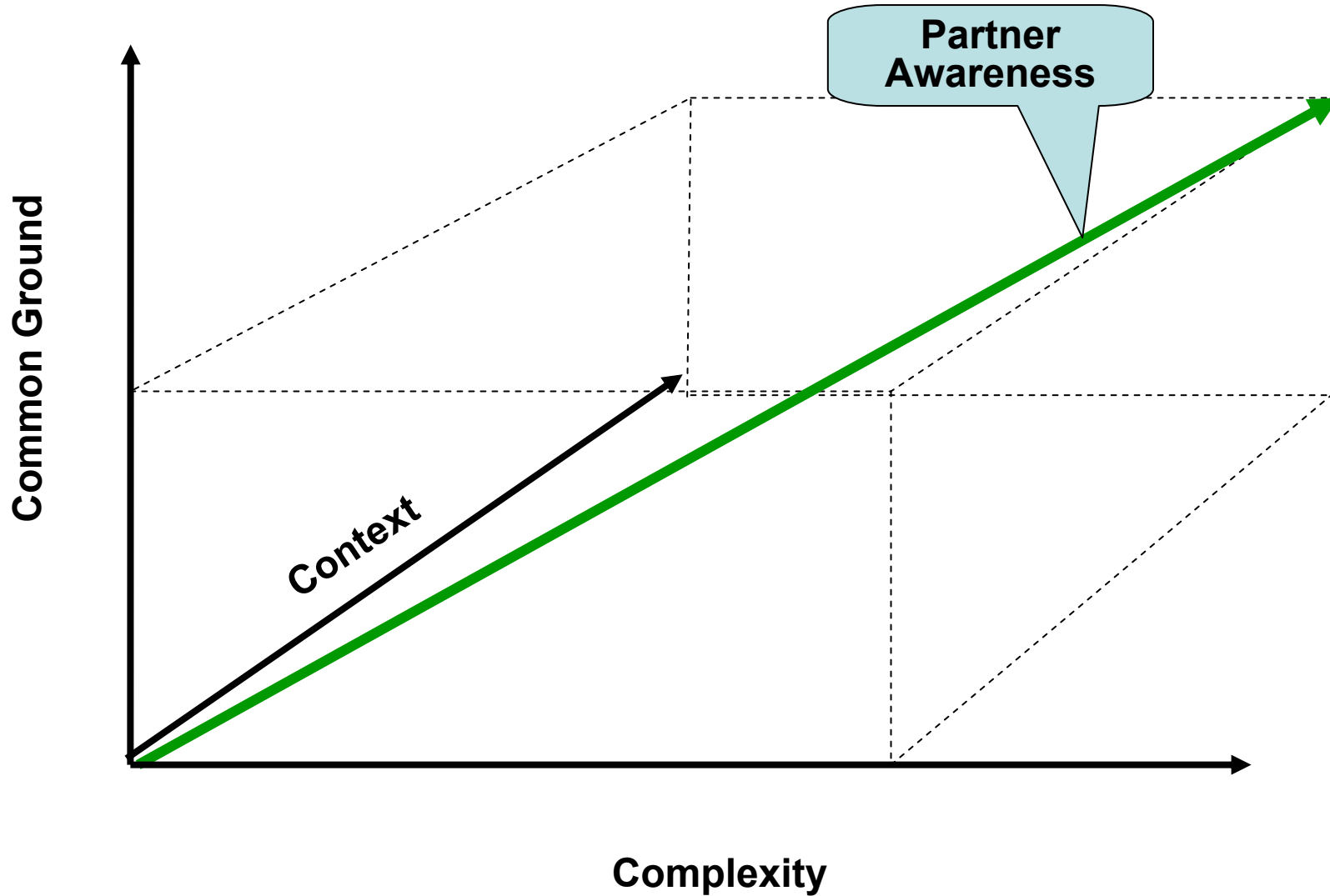
Slow start up  
Relationships before action  
High trust requirement  
High partner monitoring  
Tacit knowledge exchange  
High customization  
Team decision making  
Smaller scale & exposure  
Member dependent growth

## Culture of Sharing

Dissemination and exchange  
Knowledge collaboration  
High social learning  
Shared ownership  
Rigorous feedback & accountability  
Innovation  
Shared Commitment  
New resources  
Efficient implementations

**Where to Find the Middle Ground?**

# Partner Awareness Model



# Take Away

- Create a collaboration toolbox
  - Use examples from the upcoming case learning
- Possible roles for government & social media to facilitate collaboration
- Ask yourself:
  - Where am I in this continuum between mass collaboration and small group collaboration? Where do I think the balance should be?
  - Am I employing sufficient face-to-face communication?
  - Are there social media tools that could bring others into our conversation?
  - Am I employing enough of the right practices?
- Then go home, experiment & become a connoisseur.

# Thank You

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# Resources

- [Us Now](#)
  - A film by director Ivo Gormley about mass collaboration
- [Howard Rheingold on collaboration](#)
  - Howard Rheingold talks about the emerging world of collaboration, participatory media and collective action.
- [How cooperation \(eventually\) trumps conflict](#)
  - Author Robert Wright presents at TED & explains how "non-zero-sumness," -- a game-theory term for cooperation -- is the chief distinguishing feature of human evolution.



# **Key Practice Areas for Mass Collaboration**

- **Use minimal rules**
- **Engagement**
- **Self-organization & Ownership**
- **Awareness**
- **Coordination (instead of control)**
- **Exchange Practices for Codifiable Knowledge**

# Key Practice Areas for Small Group Collaboration

- **Dating**
- **Engagement**
- **Trust Building**
- **Meeting Design**
- **Governance**
- **Operations**
- **Social Learning**
- **Information Dissemination**

# Potential Roles

- **Government**

- Independent stakeholder involved in knowledge creation, service deliverer, regulator, policy developer. (Standard)
- Convener (particularly for face-to-face interactions)?
- Partnership broker?
- Facilitating partner awareness?
- Collaboration support?

- **Social media**

- As a record of stakeholder engagement?
- As a record of subject-matter information & collective learning?
- As a record of collaboration support information?

# Complexity Increases with Increases in the Number of Risks and Uncertainties

