

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

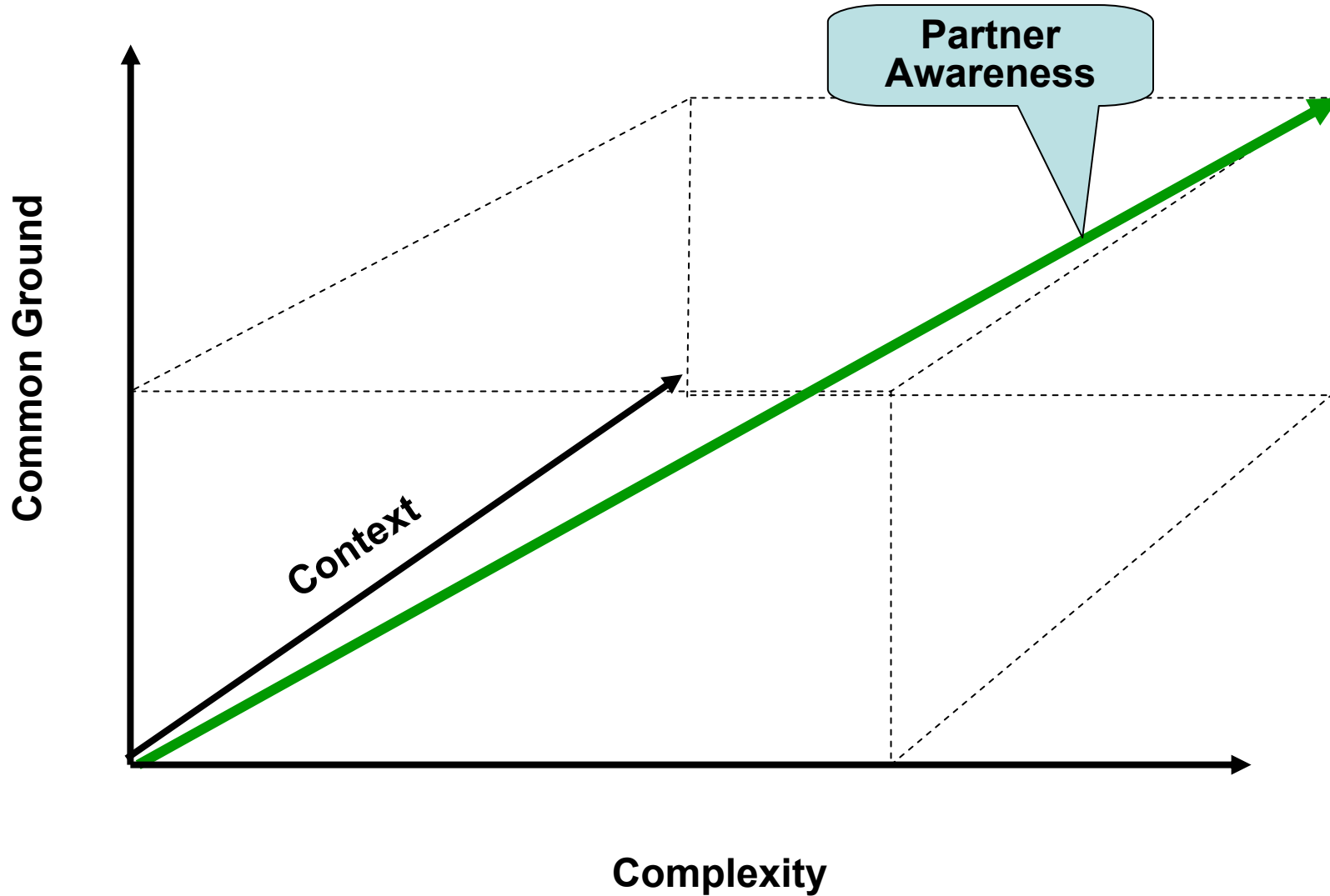
Slow start up
Relationships before action
High trust requirement
High partner monitoring
Tacit knowledge exchange
High customization
Team decision making
Smaller scale & exposure
Member dependent growth

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

