

TAKE FLIGHT COLLABOSPHERE

GENERAL SESSION

BUILDING A COLLABORATIVE CULTURE

CARL FRAPPAOLO



About Carl Frappaolo

Carl Frappaolo is Director of Knowledge Management at FSG and a 25+ year veteran of the content, process and knowledge management industry. He has founded three companies, published four books and numerous papers, and has consulted with the who's who of private and public organizations around the world.



About FSG

FSG is a nonprofit consulting firm specializing in strategy, evaluation, and research. We partner with foundations, corporations, nonprofits, and governments around the globe – individually and collectively – to discover better ways to solve social problems.



Agenda



- Why culture matters
- Defining culture and aligning it with technology
- Identifying challenges
- Tips + tricks
- Q+A



Class
First class

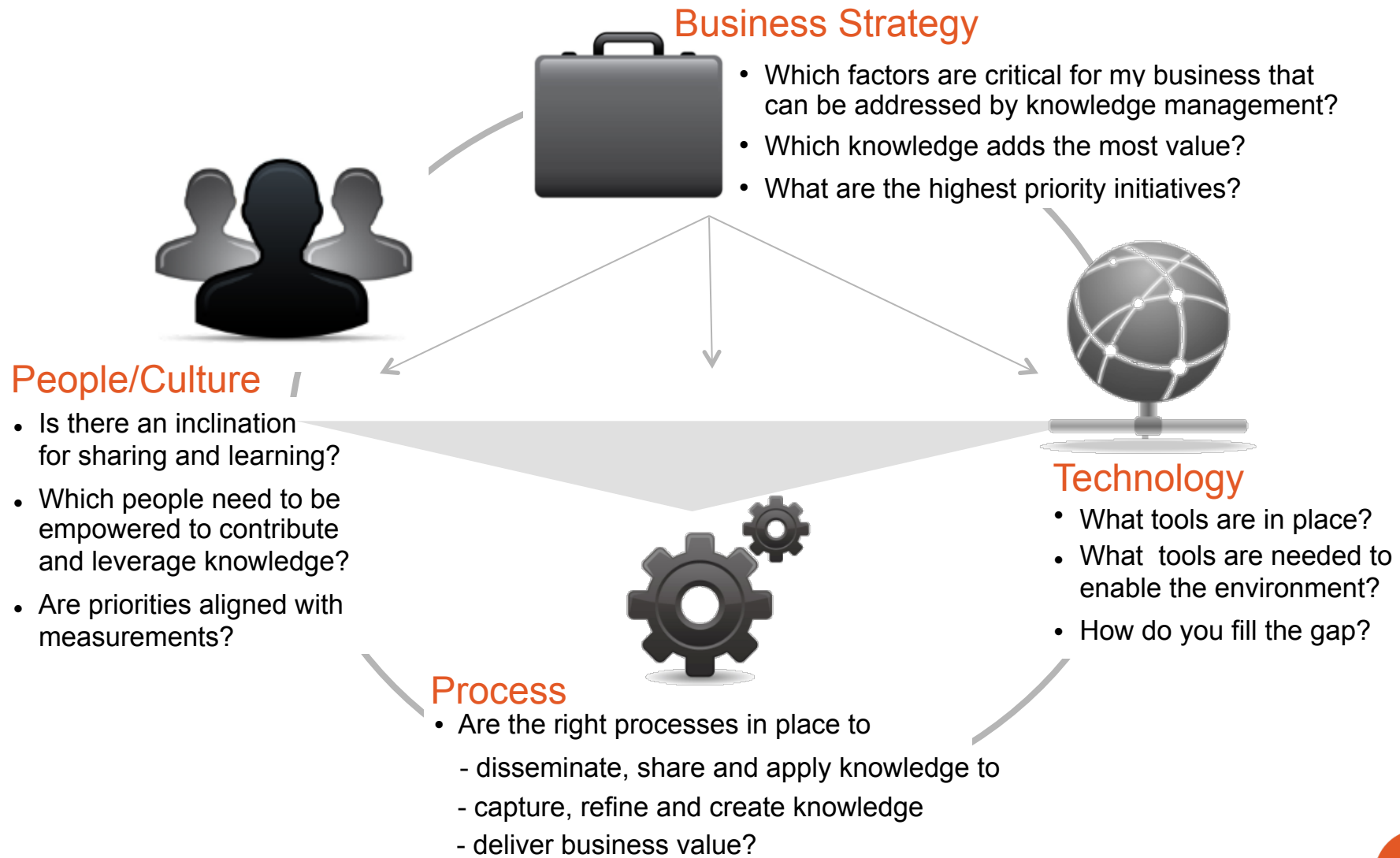
Departure
Santa Monica

Arrival
Cloud 9



WHY CULTURE MATTERS

Knowledge Management



Culture

reflects

strategy

... or blinds it

Culture

drives

process

... or derails it

Culture

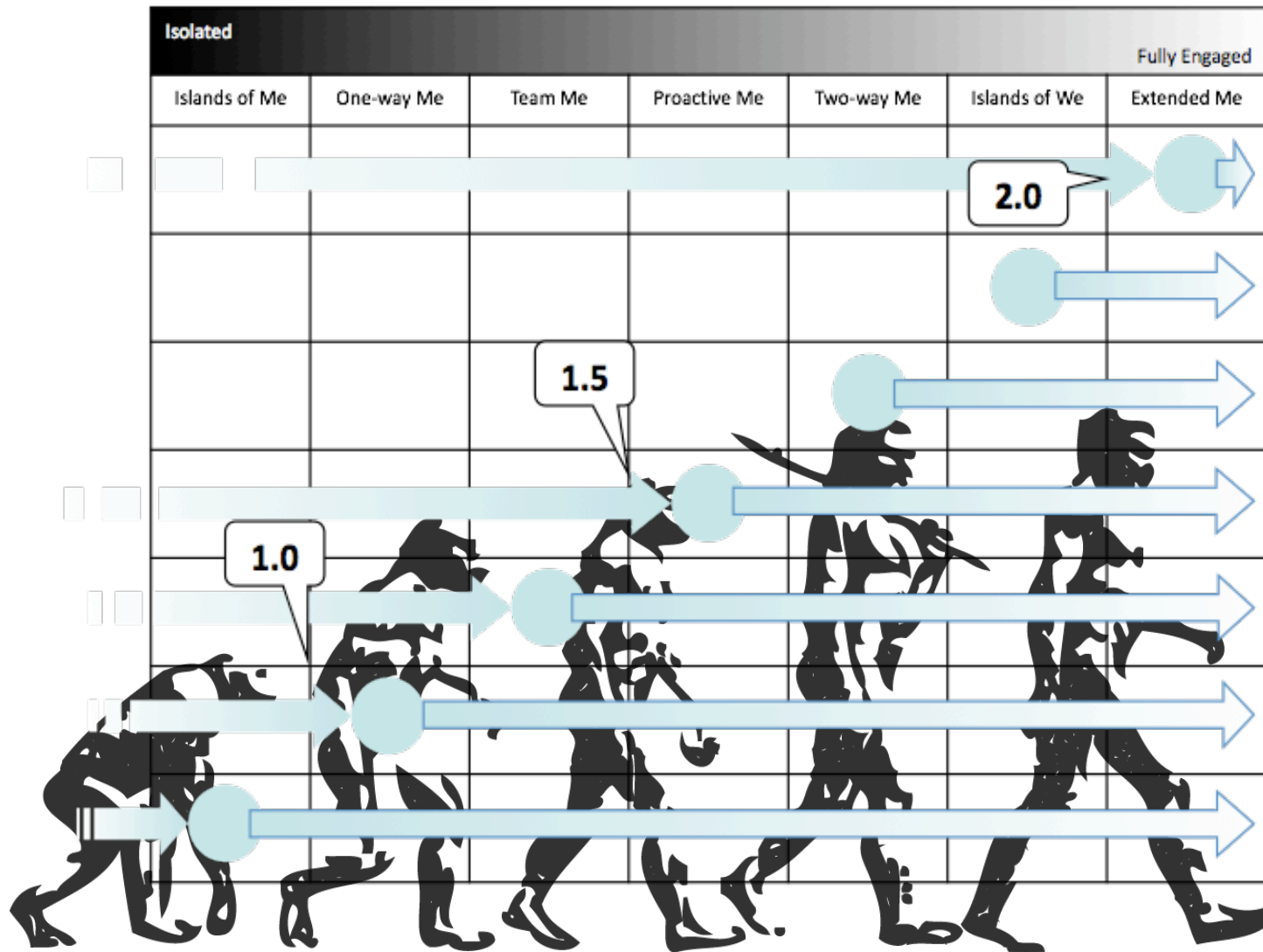
leverages

technology

... or sabotages it

ASSESSING CULTURE AND ALIGNING IT WITH TECHNOLOGY

The yin+yang of culture and technology



Islands of me



Culture

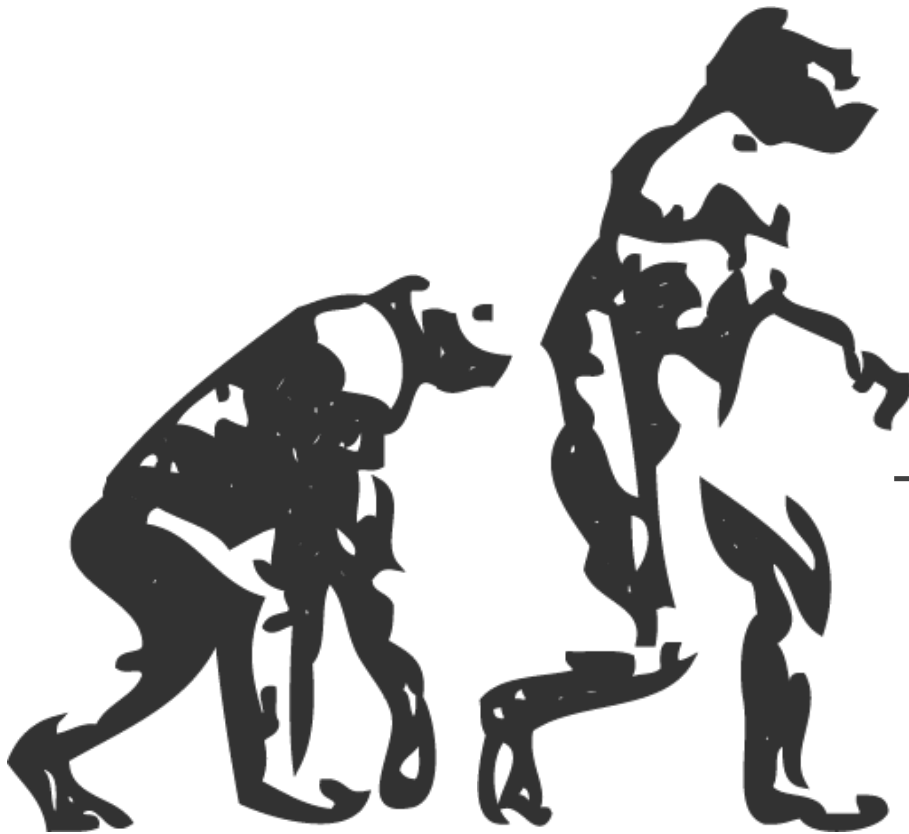
- Protectionism
- Functional isolation
- Hierarchical management
- Tall and thick (multiple) walls
- Competition seen only externally - TTM (time to market) long shelf life

Technology

- Siloed repositories
- Standalone applications
- Manual integration-reentry



One-way me / Enterprise 1.0



Culture

- One-way push-based sharing
- As-needed knowledge-seeking
- Closed communities/earned trust
- Structured teams
- Network management
- Semi-permeable functional walls

Technology

- Shared yet siloed repositories
- Communication-focused channels
- Standalone workflow



Team me



Culture

- Team focused
- Shared repositories
- Knowledge seekers
- Closed communities/ earned trust
- Limited extended enterprise
- Cross-team collaboration
 - Predominately internally focused
 - KM best practice
- Internal cannibalization

Technology

- Intranets and extranets
- Groupware
- Integrated work models (EAI)



Proactive me / Enterprise 1.5



Culture

- Push/pull 24/7
- Extended enterprise
- Modular work-sharing
- Semi-automatic collaboration

Technology

- Dynamic/personalized web
- Agents
- Portals/dashboards
- Vortals and B2B marketplaces



Two-way me



Culture

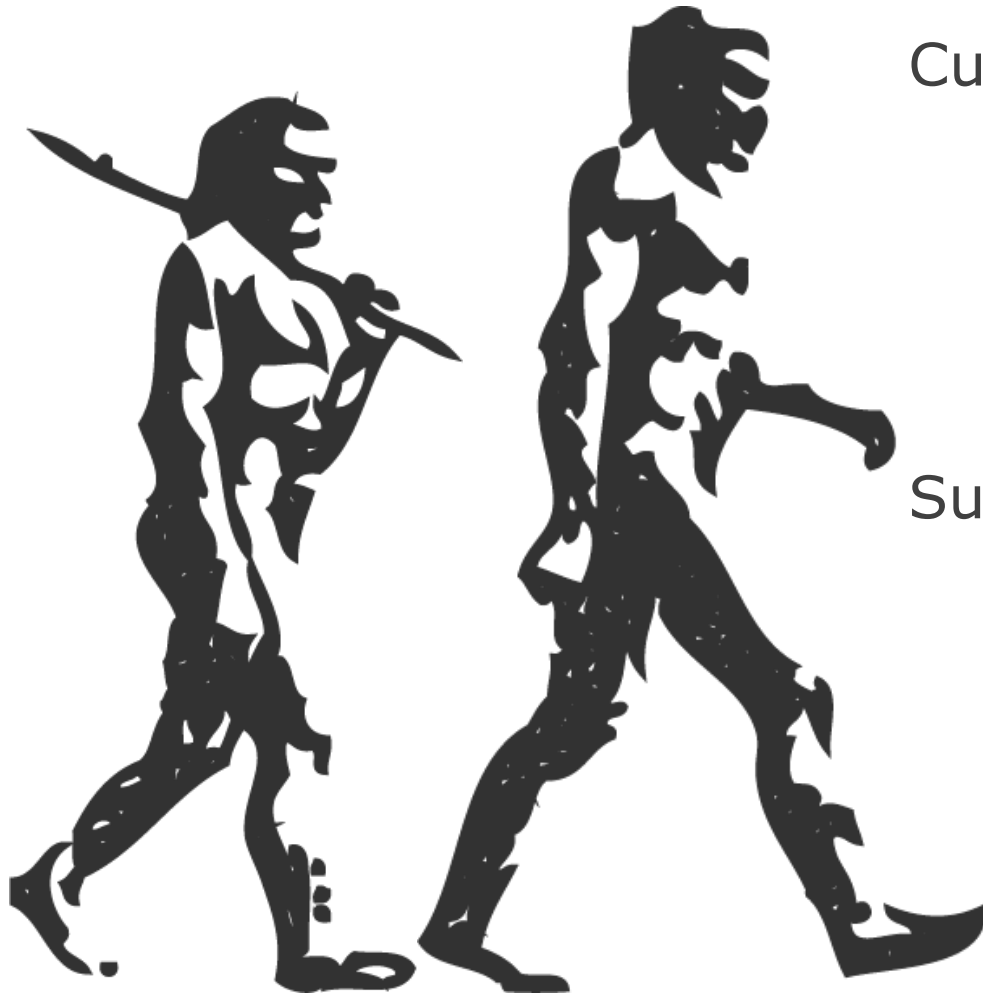
- Proactive community building
- COPs/COIs
- Knowledge management – driven from the top
- Collective intelligence – brute force, no emergence
- Strategic collaboration
- Semi-transparent

Technology

- Early open source
- SOA/strategic portal deployments
- Social networking
- Information architecture/ taxonomies



Islands of we



Cultural inclination

- “Socialness” is a major asset
- Profiling/core competency
- Virtual teaming
- B2C focus
- Cost-driven outsourcing
- Semi-mass customization

Supportive technologies

- Strategic use of social, emergent and integration software externally
- Rogue internal usage
- Collaborative content development
- SOA/modular adaptive applications



Extended me / Enterprise 2.0



Cultural inclination

- Transparency
- Participative/engaged
- Always on/in
- Mass customization
- Agility
- Competency-driven outsourcing
- Embedded/strategic collective intelligence

Supporting technologies

- Strategic deliberate internal deployment of emergent and social software
- Integration and modular programming





IDENTIFYING CHALLENGES

Web 2.0 \neq E2.0

What is your community's ...

- Inclination
- Perceived value
 - Knowledge
 - Collaboration
 - Each other
- Trust factor
- Level of technogeekiness
- Habitual tendency / inertia factor



TIPS AND TRICKS FROM THE TRENCHES

From the trenches

- There is no “i” in “collaborate”
- Show me the money
- Earn trust
- Easy as ABC
- Watch your language



There is no “i” in “collaborate”

- Spec needs (and culture)
- Start top down and bottom up
- Buy in on vision
- No ONE owns collaboration
 - Team and community engagement
 - Empower early adopters that are also good collaborators
 - Give collaboration a persona



Show me the money

- Stack the site with valuable content (from “trivial” to mission-critical)
- Use the site to drive sense of community
- Keep content “fresh”

The screenshot displays the Frank website interface. At the top, the logo reads "Frank FSG's Really Awesome Nexus of Knowledge" with the user email "carl.frappalo@fsg.org" and a "Sign Out" link. The navigation bar includes "Workspaces", "Web Meetings", "Favorites", "Tips & FAQ's", and "Contact Frank". A search bar is present with "Search Across All Frank" and "Search This Worksite Only" options. Below the navigation, the "FSG Homepage" is visible with tabs for "Home", "Departments", "Impact & Approach Areas", "FSG-Vide Library of Resources", "Teams and Groups", "FSG Offices", "Staff", "Settings", "People", and "Properties".

The main content area is divided into several sections:

- Did you Know ...**: A section titled "You can edit and update Office files stored in Frank - Directly in Frank without making a copy?". It includes text about the ability to edit files and a link to "TO SEARCH ACROSS ALL 'Did You Know's' click here."
- Get to Know...**: A profile for Rajni Chandrasekhar, Home Office: Washington DC, Role: Consultant, Start Date: 9/20/2010. It includes a bio: "Born & raised in Columbia, MO, never strayed too far from home, where life was 'quiet and safe'..." and "Five interesting Facts: *makes great oatmeal raisin cookies & carrot cake *adventurous eater, has had yak jerky and frog *sang in acapella group in college *loves karaoke *enjoys card games and word games".
- Speaking Frankly**: A section for a discussion board with the text "For a listing of all posts to this discussion board click here."
- Internal Discussions**: A list of recent discussions, including "5 New Videos on Shared Value" (Sep 20) and "New FSG Report: Shared Value in Emerging Markets" (Sep 19).
- FSG Water Cooler**: A section for "Water Cooler Discussions" including "SLE Brain Trust Takes Over Seattle" (Sep 18), "Boston's End of Summer BBQ" (Sep 17), and "Philanthropy 'Isn't enough'" (NYTimes piece) (Sep 16).



Earn trust

1. Community

- Align incentives and processes
- Intuitive and ingrained
- Implore kahunas to comment, post and challenge
- Put your money where your mouth is

2. System

- Align processes

3. Content



Easy as ABC

- Always Be:
Closing | Caring | Campaigning
- The collaboration champion must be a marketeer, salesman, and therapist
 - Be a role model. Lead by example
 - Be engaging and enthusiastic
 - It's not what you say; it is how you say it



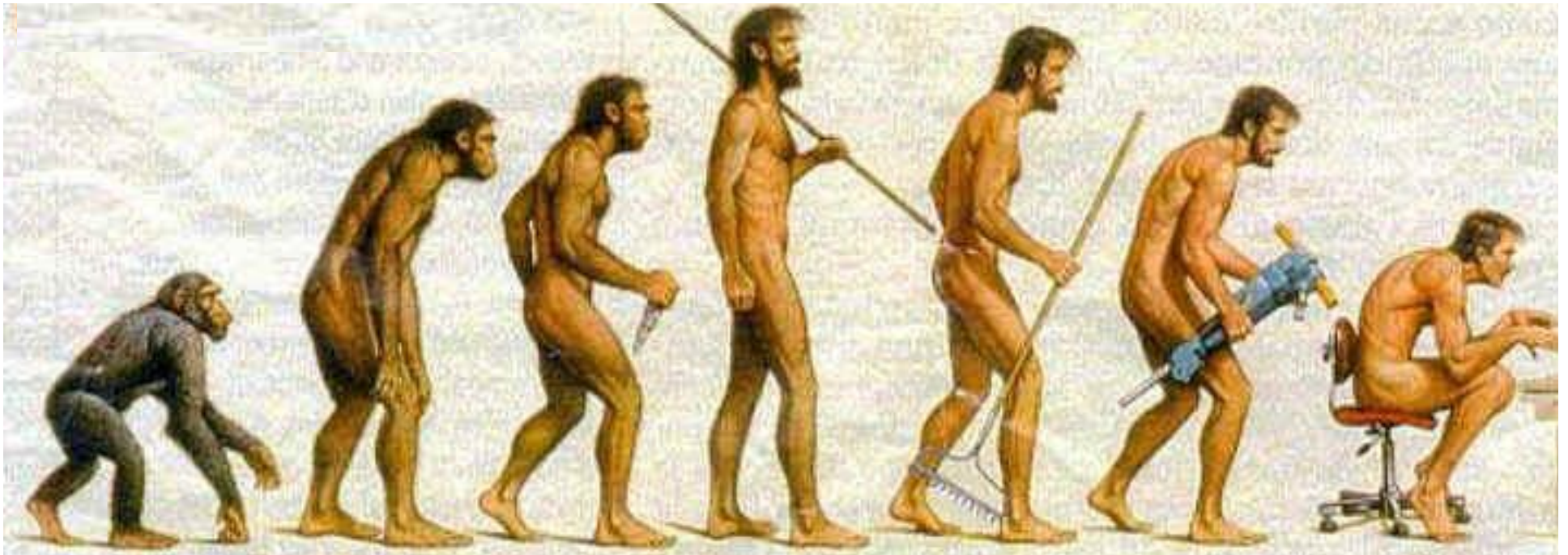
Watch your language

There is no “i” in “collaborate”

- We
- Team
- No substitute for
 - Talking
 - Mentoring
 - Engaging



Building a collaborative culture is about evolution, not revolution





THANK YOU FOR
FLYING WITH US.

GET READY FOR
YOUR NEXT
ADVENTURE



Carl Frappaolo
carl.frappaolo@fsg.org
617 502 6121