Elements of Our Collaborative Minds

Presented by:

Susan Franzen
Director, Shared Services Innovations

April 12, 2013

Today We Will…

- Identify elements and behaviors that derail collaboration in teams
- Create awareness of the elements of high performing teams
- Develop a plan to address the gap
- Receive objective feedback on team behaviors

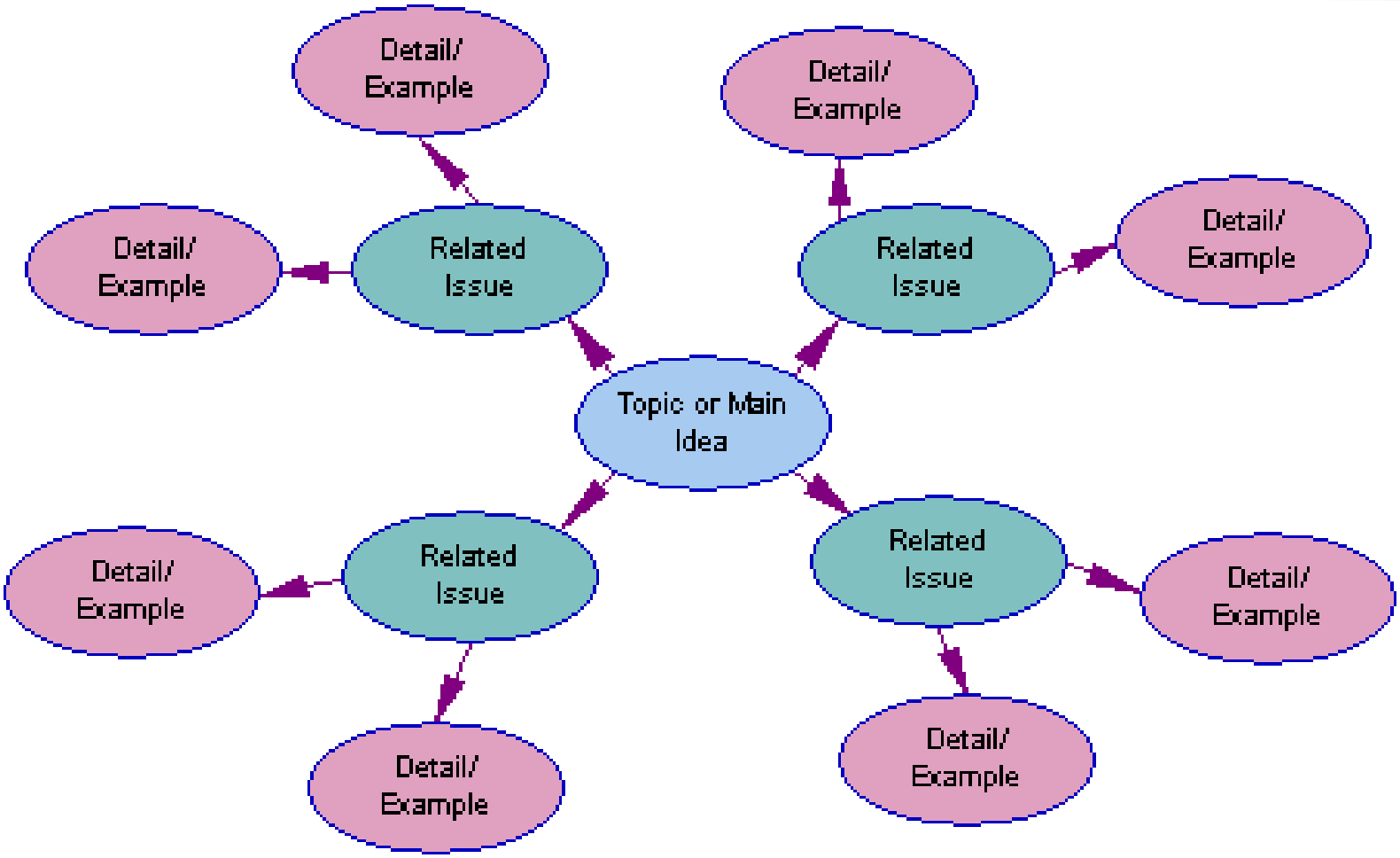
Today's Teams

- Your table group members
- One member for your table group acts as observer, capturing team process and behaviors:
  - Behaviors that derail collaboration
  - Behaviors that support collaboration
- Observers and table group members discuss observed team behaviors at conclusion of session

Nominal Group Technique

- Each person spends several minutes in silence individually brainstorming all possible ideas and writing them down

Concept Mapping



Collaboration – What Derails It?

- What does a derailed collaborative effort look like?
- What does a derailed collaborative effort feel like?
- Identify the behaviors and events that derail collaboration
  - Nominal brainstorming – reflect and write your thoughts
  - Concept mapping – table teams identify where collaborations and teamwork breakdown

Appreciative Inquiry

- Based on the concept that human systems grow in the direction of what they persistently ask questions about and this propensity is strongest and most sustainable when the means and ends of inquiry are positively correlated
- Discovery – mobilizing a whole system inquiry into the positive change core
- Dream – creating a clear results-oriented vision in relation to discovered potential and higher purpose

Cooperrider & Whitney

Collaboration – What Supports It?

- Appreciative Inquiry
  - What does an ideal collaborative effort look like?
  - What does an ideal collaborative effort feel like?
- Identify the behaviors and events that support collaboration
  - Nominal brainstorming – reflect and write your thoughts
  - Concept mapping – table teams identify where collaborations and teamwork breakdown

Group Charter Components

- Group Leader
- Group Members
- Mission / Purpose
- Scope of Work
- Key Challenges
- Resources
- Expected Outcomes
- Procedural Requirements
  - Meeting Frequency
  - Confidentiality
  - Communications
  - Conflict Management / Resolution
  - Decision Method
- Scheduled Timeline for Activity Completion

Discussion

SUPPORTING DOCUMENTATION

Global Brain

"Work dating back to the ancient Greeks argues that humanity can be seen as a complex social system or super-organism. In this perspective, people are viewed as analogous to nerve cells that are interconnected by communication channels, collectively forming a "global brain"."

Bloom, 2000

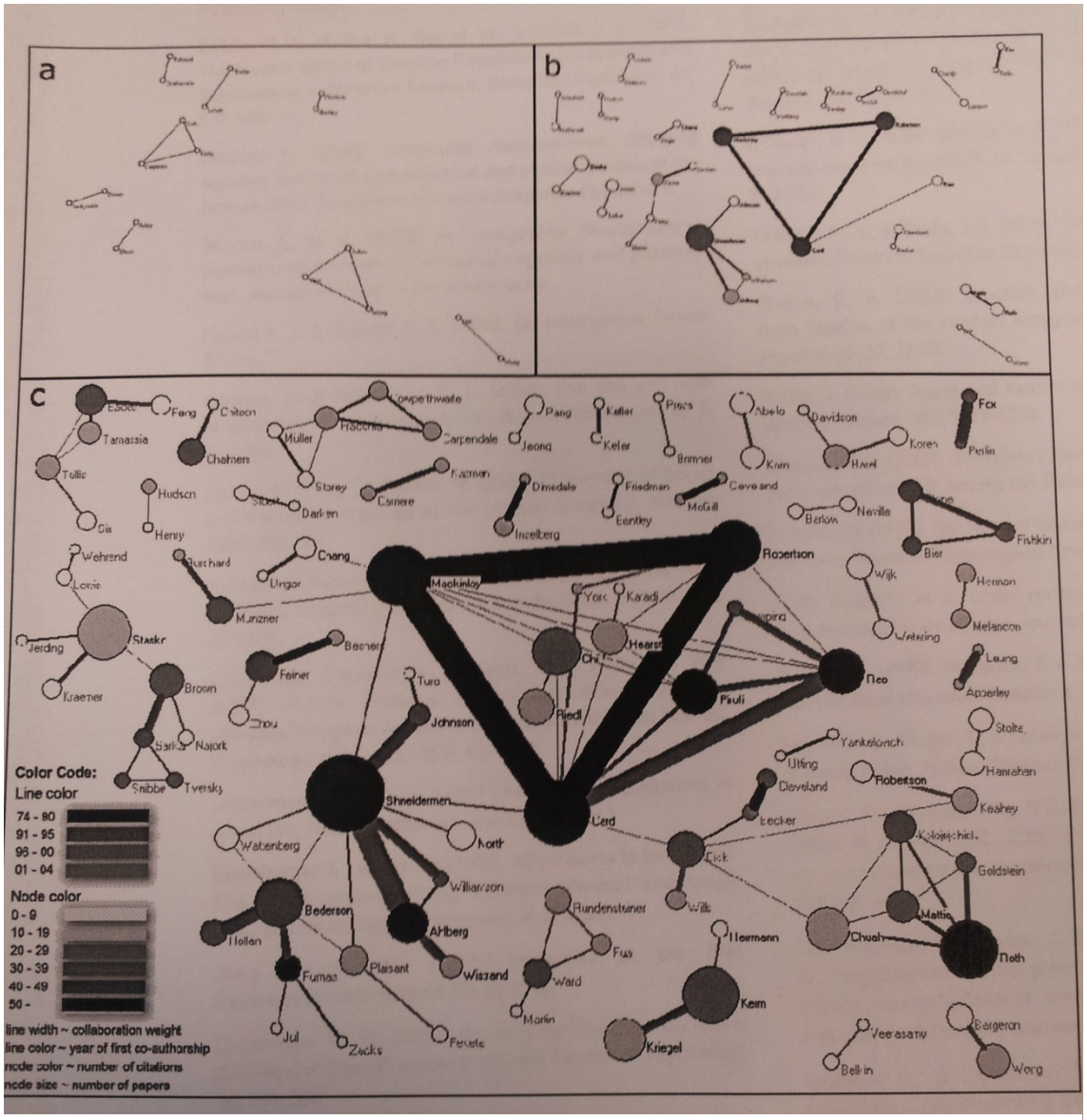
Our Social Brain

- Our brains are highly social
- **Social pain and physical pain produce similar brain responses**
- Traditional “carrot and stick” approach doesn’t work
- Our brains are highly sensitive to “threat and reward response”
- Threat response
  - Is more intense and longer lasting than reward response
  - Causes our brains to become much less efficient
- Reward response
  - Makes our brains more effective, open to ideas, and creative
  - Makes people less susceptible to burnout

Eisenberger, et al 2002; Pink, 2011; Gordon, 2000

A Network Evolution of Collaborative Authorship

1974-1984

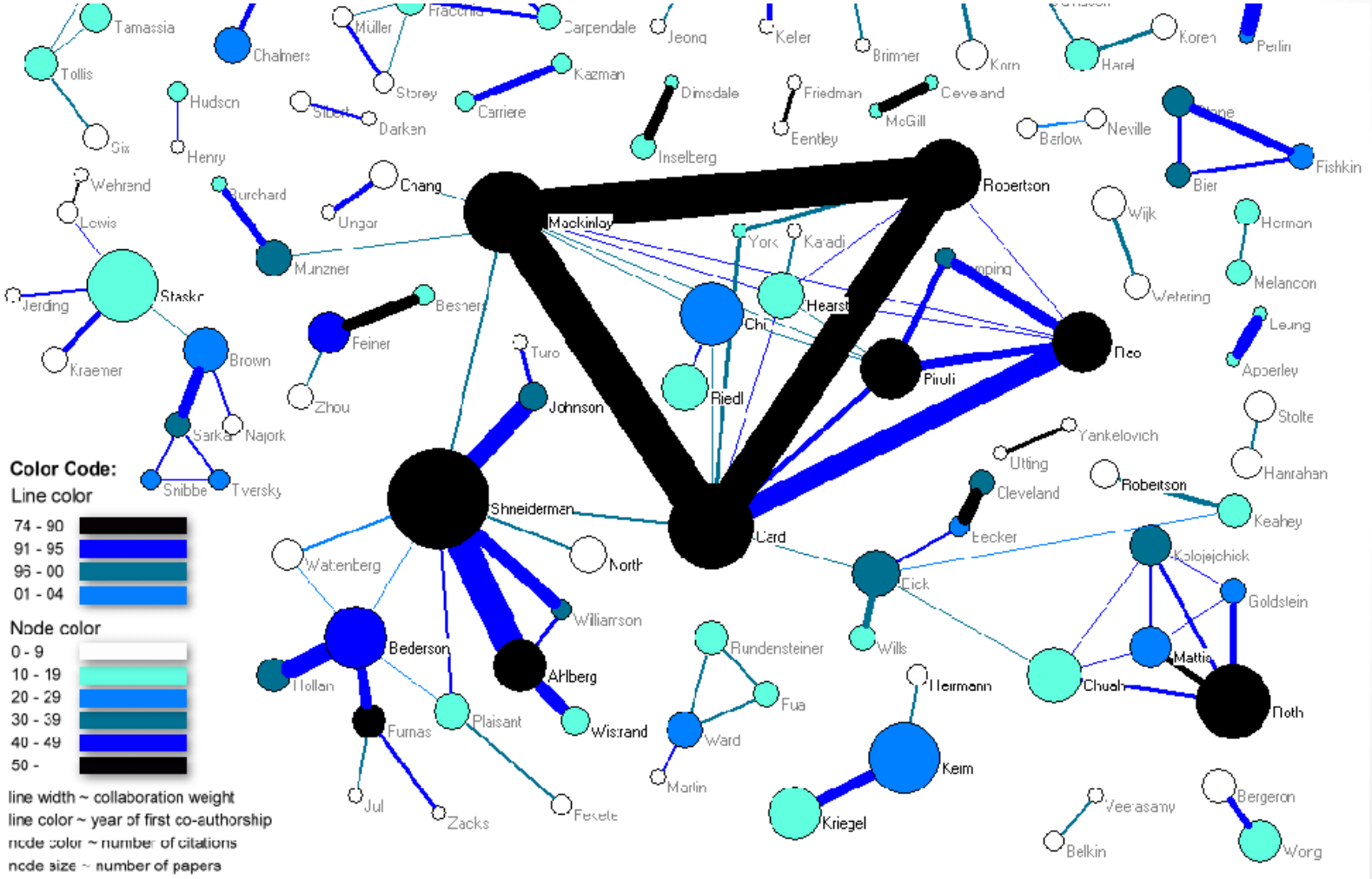


1974-1994

1974-2004

Burner, et al 2005

An Example of a Collaborative Authorship Network


Color Code:
Line color
74 - 90
91 - 95
96 - 00
01 - 04
Node color
0 - 9
10 - 19
20 - 29
30 - 39
40 - 49
50 -
line width ~ collaboration weight
line color ~ year of first co-authorship
node color ~ number of citations
node size ~ number of papers
Mackinlay
Robertson
Card
Shneiderman
Chi
Hearst
Neo
Piroli
Riedl
Johnson
Bederson
Ahlberg
Williamson
North
Furnas
Plaisant
Wistrand
Rundensteiner
Fua
Ward
Martin
Keim
Kriegel
Cleveland
Becker
Cick
Wills
Chuah
Mattis
Goldstein
Keahey
Kolojejchick
Robertson
Yankelovich
Utting
Stolte
Hanrahan
Leung
Apperley
Melancon
Wetering
Wijk
Horman
Fishkin
Bier
Neville
Barlow
Eentley
Friedman
McGill
Cleveland
Dimsdale
Inselberg
Carriere
Kazman
Darken
Storey
Müller
Carpendale
Jeong
Keler
Brimer
Korn
Harel
Koren
Perlin
Tamassia
Tollis
Six
Chalmers
Hudson
Henry
Wehrend
Lewis
Burchard
Munzner
Chang
Ungar
Stasko
Jerding
Kraemer
Brown
Sarkar
Najork
Snibbe
Tversky
Feiner
Zhou
Besner
Turo
Yorc
Karadi
Mapping
Herman
Melancon
Wetering
Leung
Apperley
Stolte
Hanrahan
Keahey
Goldstein
Mattis
Noth
Hermann
Veerasamy
Belkin
Bergeron
Worg
Kriegel
Keim
Fekete
Zacks
Jul
Hollan
Watenberg
North
Williamson
Plaisant
Furnas
Wistrand
Ahlberg
Bederson
Rundensteiner
Fua
Ward
Martin
Wills
Cick
Becker
Cleveland
Utting
Yankelovich
Robertson
Keahey
Kolojejchick
Goldstein
Mattis
Chuah
Noth
Hermann
Keim
Kriegel
Veerasamy
Belkin
Bergeron
Worg
Fekete
Zacks
Jul
Furnas
Plaisant
Wistrand
Ahlberg
Bederson
Hollan
Watenberg
North
Williamson
Shneiderman
Card
Chi
Hearst
Riedl
Johnson
Turo
Yorc
Karadi
Mapping
Neo
Piroli
Robertson
Mackinlay
Chang
Ungar
Munzner
Burchard
Wehrend
Lewis
Stasko
Jerding
Kraemer
Brown
Sarkar
Najork
Snibbe
Tversky
Feiner
Zhou
Besner
Tamassia
Tollis
Six
Chalmers
Hudson
Henry
Müller
Storey
Carpendale
Jeong
Keler
Brimer
Korn
Harel
Koren
Perlin
Kazman
Carriere
Darken
Dimsdale
Inselberg
Friedman
Eentley
McGill
Cleveland
Barlow
Neville
Fishkin
Bier
Wijk
Horman
Melancon
Wetering
Leung
Apperley
Stolte
Hanrahan
Keahey
Goldstein
Mattis
Noth
Kolojejchick
Cick
Wills
Becker
Cleveland
Utting
Yankelovich
Robertson
Chuah

Challenges of Collaboration

- Lack of role models for new activities (or lack of awareness)
- We haven't been taught "how" to collaborate and we're too busy to learn
- Competency fears
- O^2 – Overload and Overwhelm
- Healthy skepticism – will it work? Show me!
- Fear of hidden agendas
- Threatens an individual's sense of identity; "I didn't agree to that"
- Anticipation of loss of status or quality of life
- Micro-managing
- Unclear Expectations (leads to complaints and frustration)

How Do We Shift?

Discretionary Effort

- **Defiance** – Dysfunctional behaviors that are detrimental to the collaboration
- **Compliance** – "all hat; no cattle"

Full Effort

- **Alliance**
  - belief in need for collaboration
  - actions match words
  - devotes resources willingly
  - understands role
  - uses influence effectively
  - sets expectations and manages fair contribution levels

SCARF: a Brain-Based Model for Collaboration

- Five domains of human social experience
  - Status – relative importance to others
  - Certainty – being able to predict the future
  - Autonomy – provides a sense of control over events
  - Relatedness – sense of safety with others
  - Fairness – perception of fair exchanges between people
- These five domains activate either the "primary reward" and or "primary threat" circuitry of the brain
- Primary reward = approach; primary threat = avoid

Rock, 2008

Status

- We constantly assess how social encounters enhance or diminish our status
  - Feelings of low status are similar to sleep deprivation or chronic anxiety
  - High status correlates with longevity and health
- We gravitate towards opportunities to enhance our status and avoid those that diminish
- Status = survival
- Status is increased through:
  - Praise (same reward region of the brain as a financial windfall)
  - Mastering a new skill

Rock, 2008

Certainty

- We CRAVE certainty and repeatable patterns so we can make predictions
- The perception of certainty ***IS*** certainty
- Familiar situations conserve brain energy (auto pilot/two-tasking)
- Mild uncertainty attracts interest and attention
- Lack of certainty = panic and bad decisions
- Certainty is increased through creating a perception of certainty
  - Plans, including rationale for change
  - Organizational structure maps
  - Transparent practices – how decisions are made
  - Focus - breaking complex projects down into small steps

Rock, 2008

Autonomy

- **Perception** of exerting control over one's environment; a sense of having choices
- Reduced autonomy (micromanage) can generate a threat response
- A sense of greater autonomy increases certainty, keeping stress low
- Autonomy is increased by:
  - Allowing people to feel they can execute their own decisions without much oversight
  - Latitude to make choices
- Can be counteracted by increased status, certainty, and relatedness

Rock, 2008

Relatedness

- Friend or foe?
- Collaboration requires healthy relationships (trust and empathy)
- Strong social connections release hormone oxytocin which disarms the threat response
- Us vs. them reduces trust and empathy and damages collaborative efforts
- Relatedness is increased by:
  - Focusing on inclusion
  - Reducing silo behaviors
  - Spending time together in a positive environment

Rock, 2008

Fairness

- People are more satisfied with a fair exchange that provides minimal reward than an unfair exchange with a substantial reward
- Fairness = chocolate
- Described as “doing the right thing”
- Perception of unfairness stirs hostility and undermines trust – and it kills collaboration
- Increase perception of fairness by:
  - Transparency
  - Sharing information in a timely manner
  - Remove “preferences”
  - Setting clear expectations

Rock, 2008

SCARF Summary

- Every action you take supports or undermines perceived levels of SCARF
  - Our social brains respond to threats before we can focus on functions/tasks
  - Threat always trumps reward
  - One threat response can distract attention and impair performance all day

- **S**tatus – give praise
- **C**ertainty – create structure
- **A**utonomy – provide choices
- **R**elatedness – include all "friends"
- **F**airness – do the "right" thing

Rock, 2008

Planning for Collaboration

- How might your goals for collaboration enhance participant's **status**?
- How can you create an environment for **certainty**?
- How do you balance the decreased autonomy that comes with working in a team with the need for **autonomy**?
- Other than passing out a shot of oxytocin[7], how do you develop **relatedness**?
- How might you ensure **fairness** within collaborative efforts?

Open Space Technology (OST)

- Discovered by Harrison Owen in 1985
- Approach for hosting collaborations without any formal agenda beyond the overall purpose
- Has been used with groups of 5 to over 2,000
- Agenda created by the participants who have ownership for their postings (first 30-90 minutes)
- Four Principles
  - Whoever comes are the right people
  - Whatever happens is the only thing that could have
  - Whenever it starts is the right time
  - When it's over, it's over
- The Law of Two Feet – if at any time you find yourself in any situation where you are neither learning nor contributing, use your Two Feet to move to someplace more to your liking

http://www.openspaceworld.com/brief_history.htm

OST Essentials and Process

- Essentials
  - Genuine business case that people really care about
  - Lots of complexity
  - High levels of diversity
  - Lots of passion and conflict
  - Real sense of urgency
- Process
  - Start with a real business issue for people who care
  - Sit in a circle
  - Create a bulletin board for participants to post issues and opportunities (including when and where to meet for discussion)
  - Open a “marketplace” with breakout spaces so participants can “shop” for information and ideas
  - Develop a pattern of flow between plenary and breakout sessions

http://www.openspaceworld.com/brief_history.htm

References

Bloom, H. Global Brain: The evolution of mass mind from the Big Bang to the 21st century. John Wiley & Sons, New York, 2000

Burner K. et al, Studying the Emerging Global Brain: Analyzing and Visualizing the Impact of Co-Authorship Teams, Wiley Periodicals Vol. 10, No. 4, 2005

Cooperrider, D., & Whitney, D, A Positive Revolution in Change: Appreciative Inquiry

Eisenberger, N, et al, Does rejection hurt? An fMRI study of social exclusion, Science 2002

Pink, D. Drive: the surprising truth about what motivates us, 2011

Gordon, E. , Integrative Neuroscience: bringing together biological, psychological, and clinical models of the human brain, Harwood Academic Publishers, 2000

Rock, D. SCARF: a brain-based model for collaborating with and influencing others, NeuroLeadership Journal 2008

Kosfield, M. et al, Oxytocin increases trust in humans, Nature 2005

http://www.openspaceworld.com/brief_history.htm