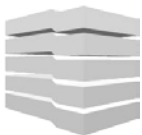


Human Collaboration Beyond Teams: **The forgotten, best-kept secret source of innovation.** **How to lead the R&D/commercial organisation you** **don't see, but which holds the key to success**

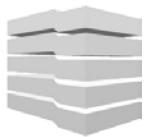
Leandro Herrero

MD, MBA, FCMI, FInstD

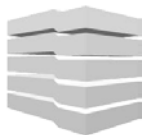
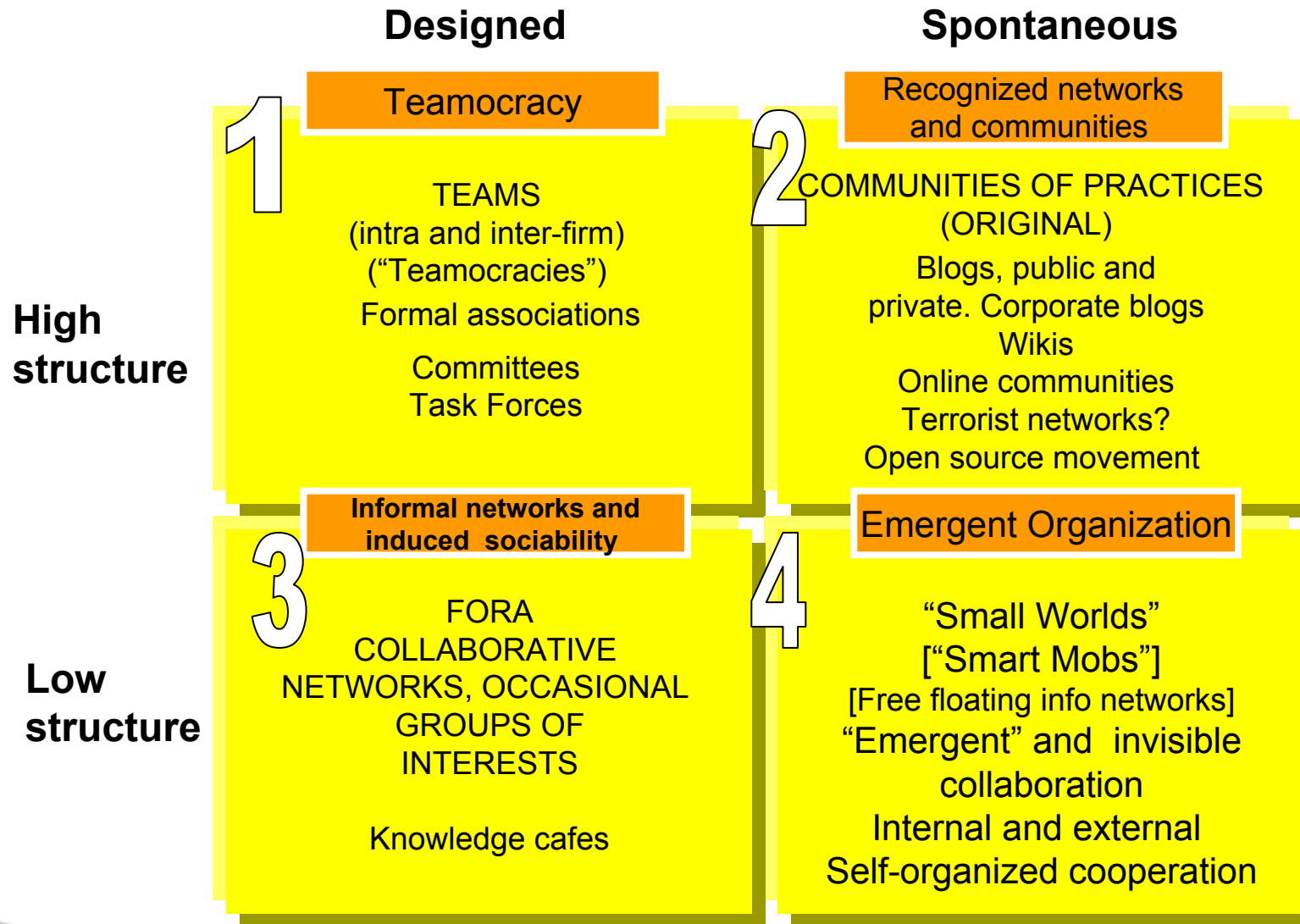
Chief Executive. The Chalfont Project

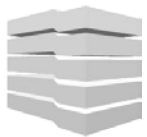
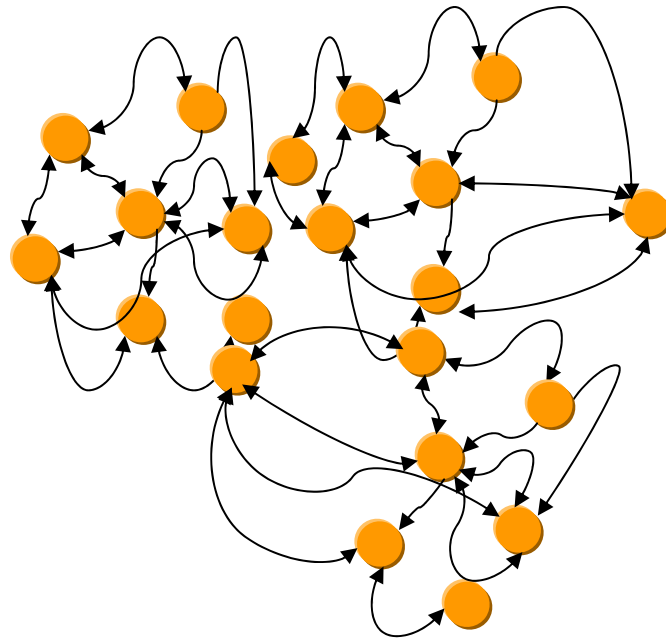


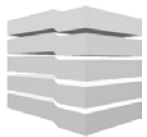
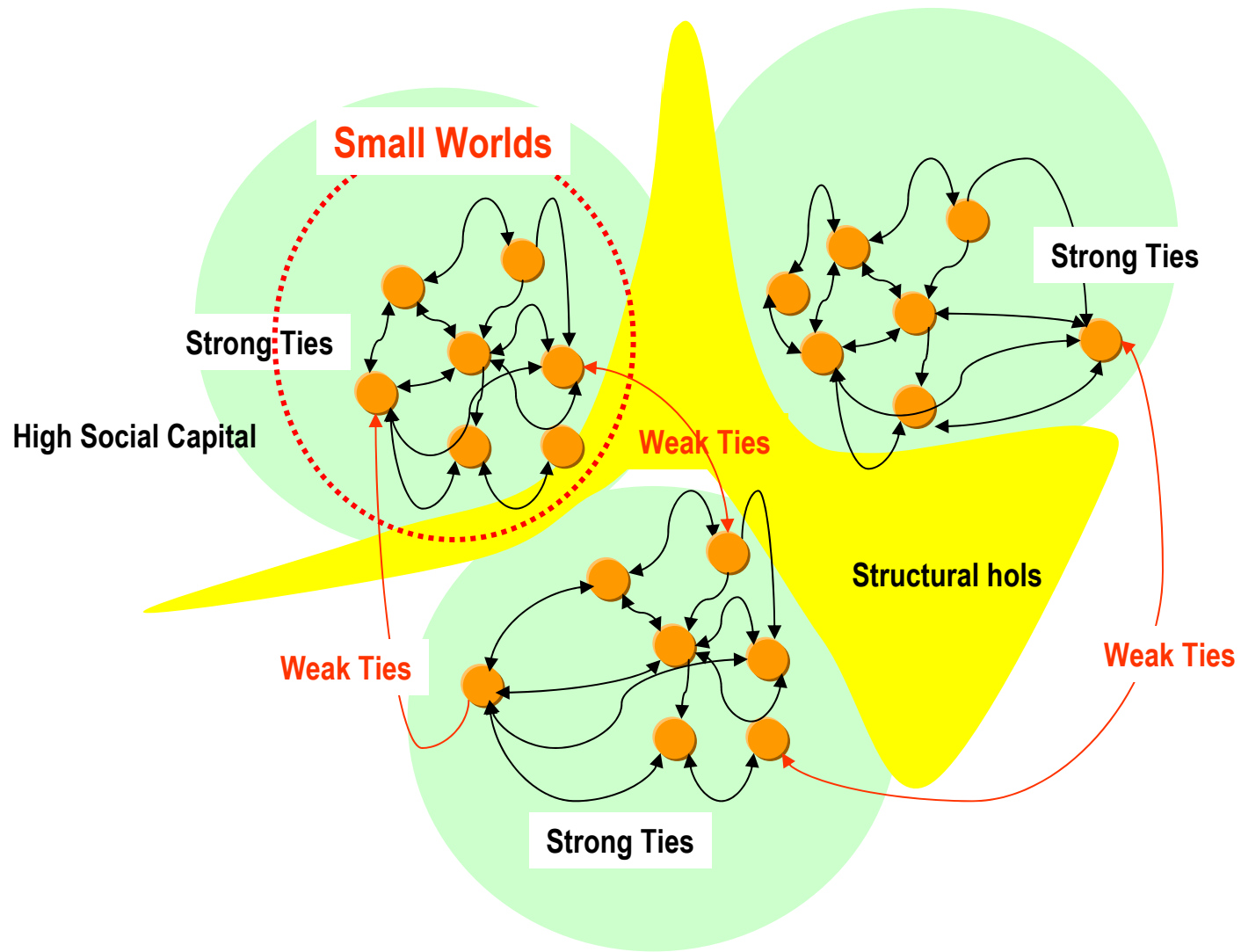
- Most of what we know about collaboration in organizations comes from **the TEAM model but** Teams account for **a fraction** of the collaboration activity in the firm
- Other forms of human collaboration hold the **key** for innovation, creativity and overall productivity
- **Understanding** human collaboration and **applying** it to organizations require **Social Sciences frameworks** which
 - In themselves borrow from mathematics, network theory, complexity theory and other “new sciences”
 - Are usually off radar in day to day management and management education

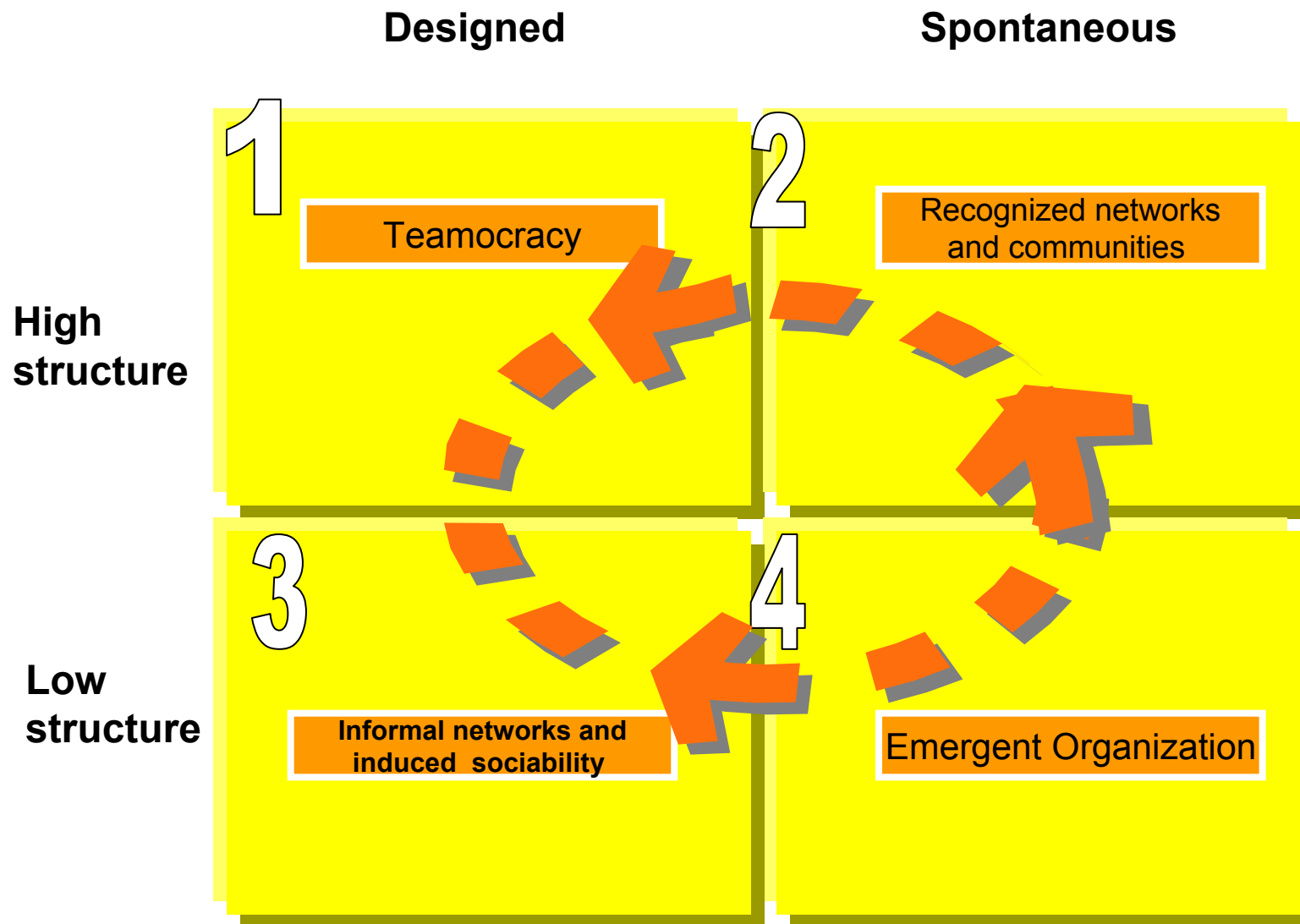


Collaborative Spaces





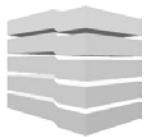
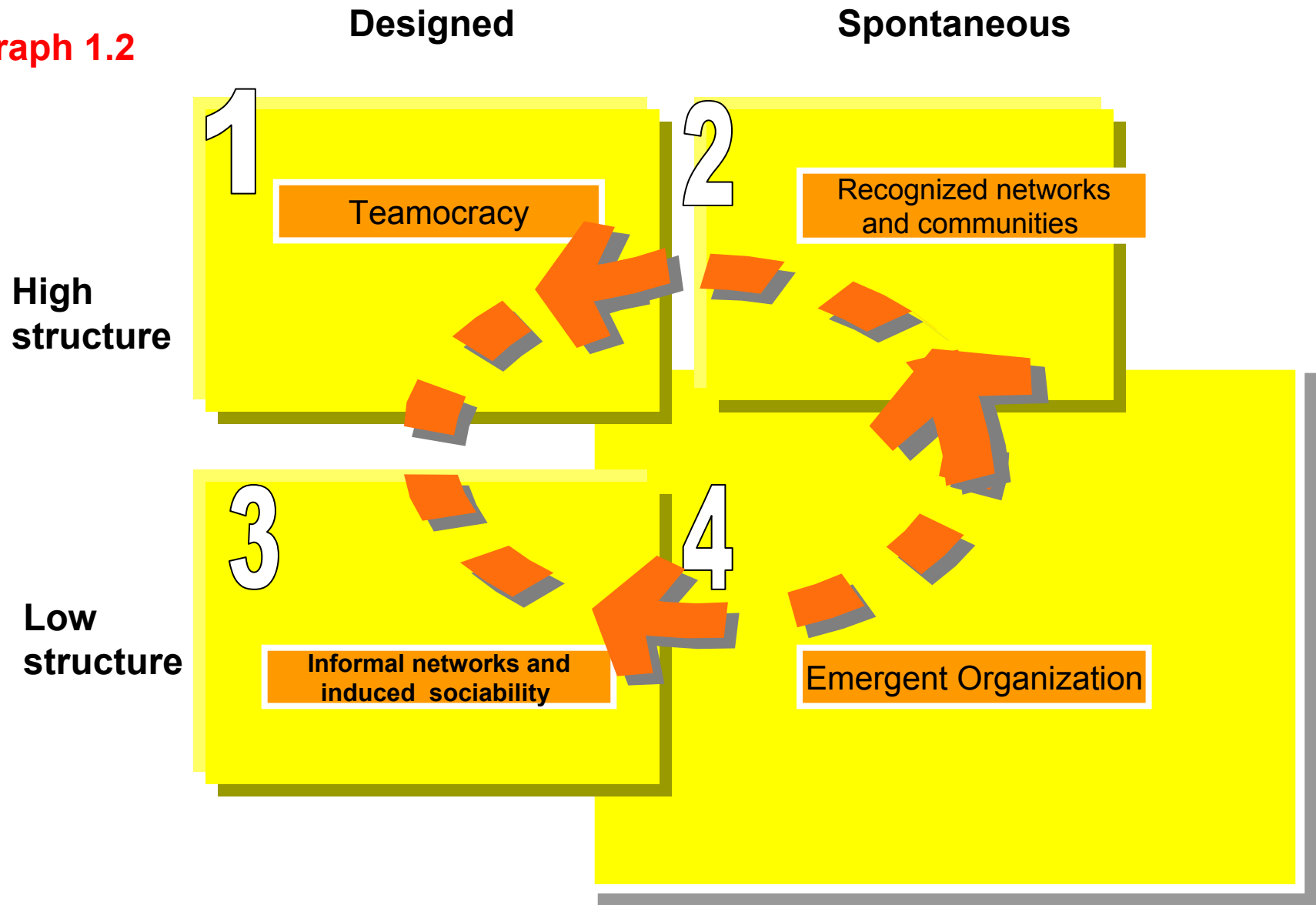




Examples of collaboration migration between spaces. In the above scenario, emergent, unstructured and highly invisible forms of collaboration give birth to a recognised Community of Practice. In turn, some of these communities may become teams



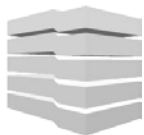
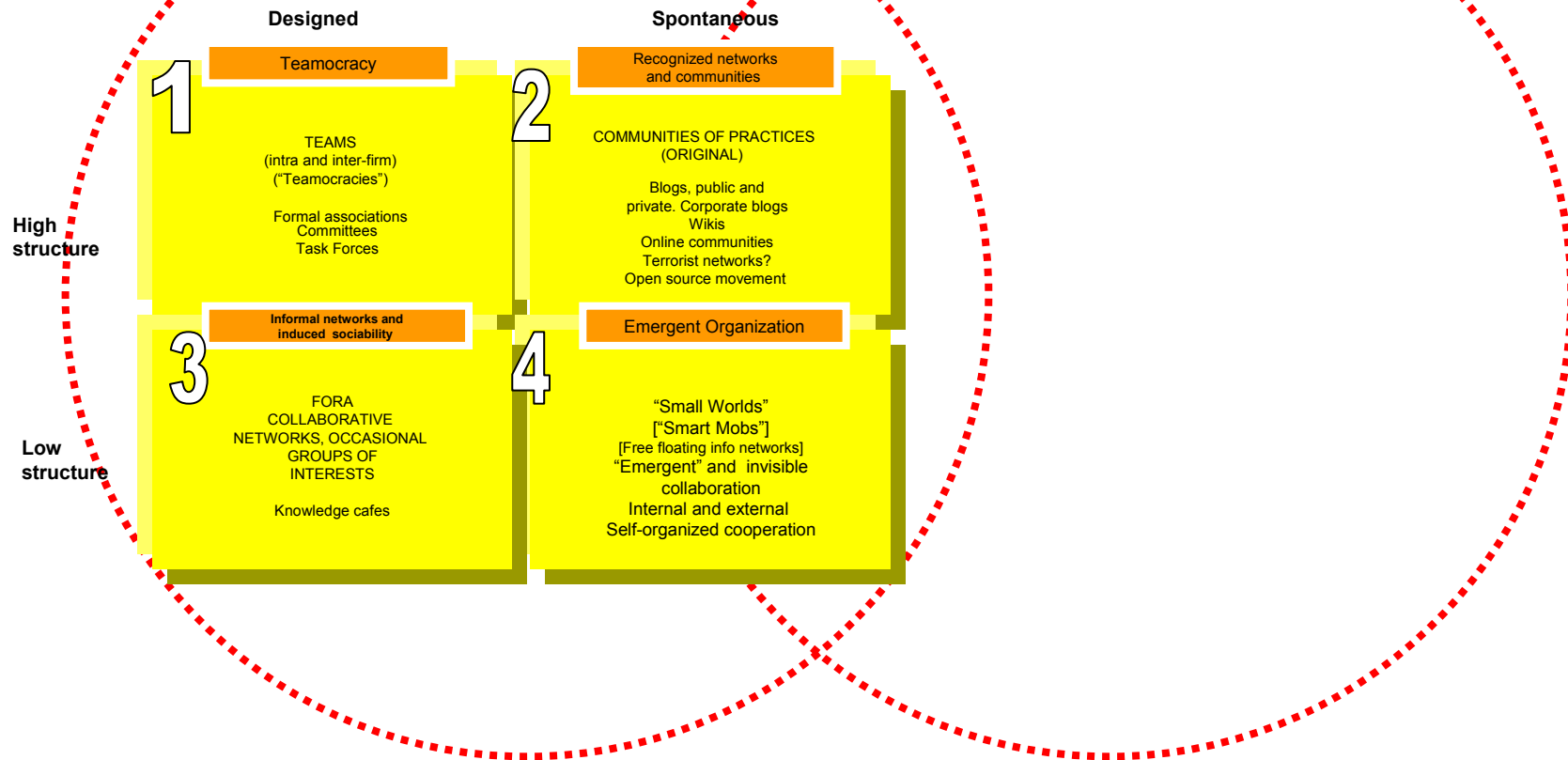
Graph 1.2



Intrafirm collaboration

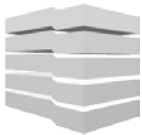
External collaboration

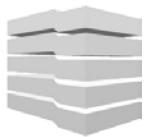
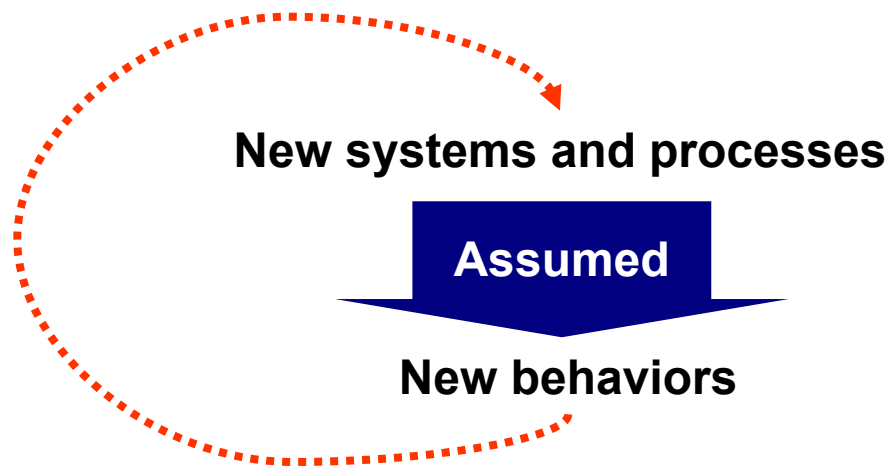
Collaborative Spaces



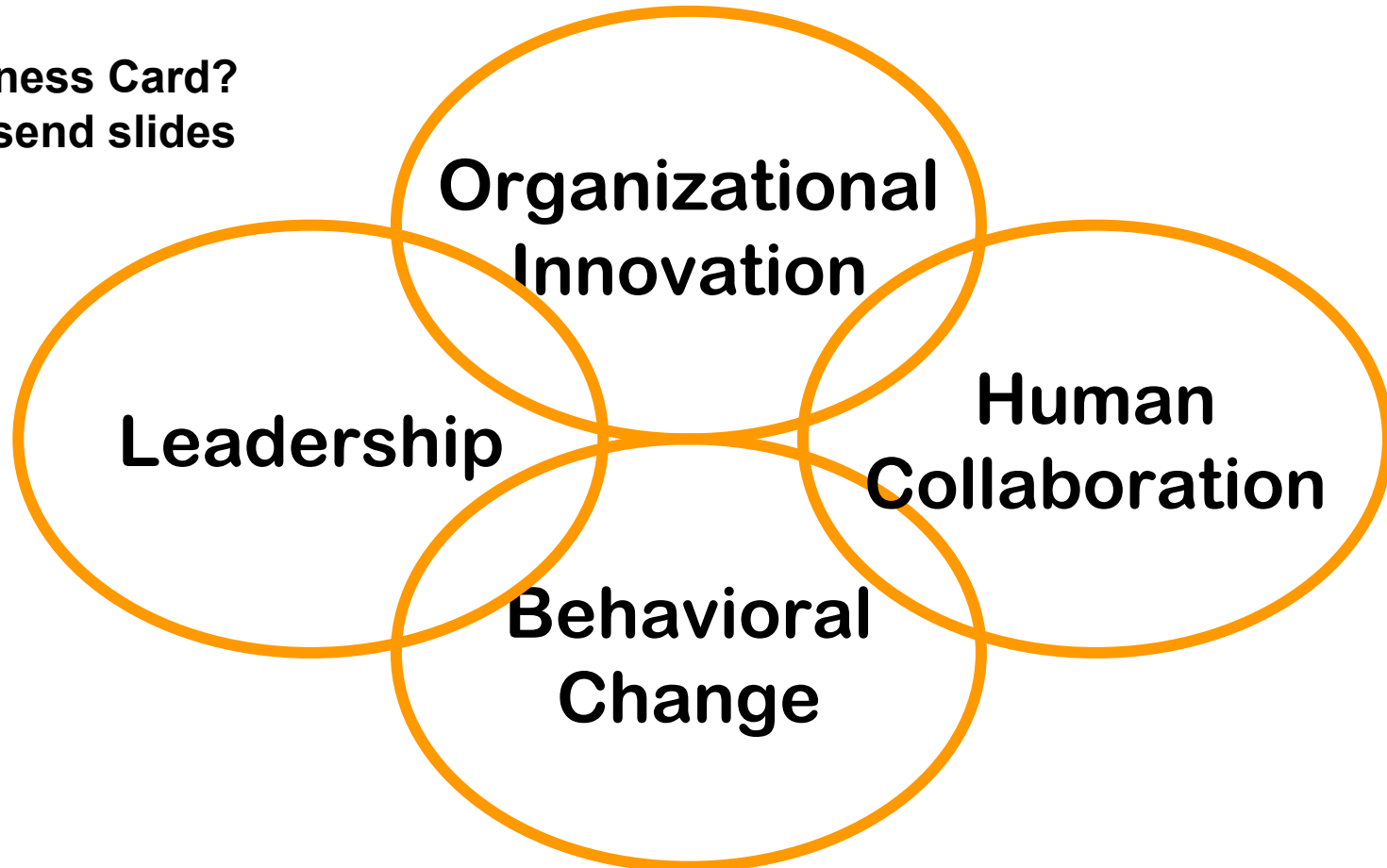
Implications for Org design

- From “who does what” to “who needs to know what”
- Balance “designed” – “emergent”
- Co-existence (by design) of different models of (enabled) collaboration
- Leader as architect of (collaborative) spaces
- “Leading the invisible”
- Leading innovation
- Leading projects
- Leading **model cohabitation** (most difficult)
- Priority (design):
 - Mapping knowledge flow,
 - understanding and/or creating knowledge networks
 - Understanding how social capital “works”
 - Enabling collaboration
 - Tools
 - Practices
- Secondary (problem solving)
- Distribution of information!
- Priority:
 - Uncovering blocking or enabling/facilitating behaviors
 - Reinforcing enabling behaviors





**Business Card?
Will send slides**



THE CHALFONT PROJECT

**E-lite
newsletter**

See also
Scrip Magazine
every month management
Article at the back of each issue

THE CHALFONT PROJECT INNOVATION LABS
The Luckings Estate, Magpie Lane, Coleshill
Buckinghamshire HP7 OLS, United Kingdom
Tel +44(0)1494 432 088; Fax:+44(0)1494 432 772
www.the-chalfont-project.com

[11]

DIA Europe 2005 | 8 March 05