

Engaging Partners and Stakeholders

2014 Workshop Notes

- Introduced three HBR articles (*references on slide 5*) and highlighted key elements with regard to successfully engaging partners and stakeholders in new collaborations
- Agreed “Commitment” was critical to successful collaborations and should be added to the list of key elements
- Other key discussion points:
 - Need to find a maven to lead collaboration; premise – not everyone has skills to collaborate
 - In academic research, need a mission; unifying person
 - Also need a system of credits to encourage collaboration; current performance metrics primarily focused on publications inhibit collaboration
 - Must have “line of sight” to what you are trying to obtain; general line of sight can be too wide; department metrics not always synergistic with the whole organization
 - To frame collaboration, can ask three questions: What is ahead? What is solution? How do we execute?
 - Discuss the process used at Google – write down a solution, then ask “Yes....and?”
 - Organizations need different ways to organize themselves, incentives for collaboration
- There are currently no metrics for “translation”
 - Research breakthrough > general clinical practice
 - University > patents > venture business (value generated)
 - Frances Collins brought to focus at NIH, and they’ve put together teams to market/leverage NIH patents
- Sustainability
 - How can you design collaboration such that universities and governments get paid back for innovation investments
- Typanogen (University Model)
 - University licensed technology back to employee inventors, who spun off new company to bring new product(s) to market

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2014 Workshop Ideas

- *Commitment*
- Build **trust**
- Articulate mutual interest or **shared purpose**
- Manage **competitive self-interest**
- Create **productive competition**
- Cultivate a culture/**ethic of contribution**
- Develop **interdependent processes**
 - that enable people to work together in flexible but disciplined projects
- Create an **infrastructure** that values and rewards collaboration
- Systemic sustainability collaboration

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2014 Workshop Detail

- Build **trust** - Nurture a culture of trust. Given the central importance of trust in successful collaborations, building and maintaining trust is an ongoing practice foundational to every other practice during the collaboration project.
- Articulate mutual interest or **shared purpose** – Countless efforts by companies to work together to tackle the most complex challenges facing our world today have failed because of competitive self-interest, a lack of a fully shared purpose, and a shortage of trust.
 - Like a good strategy or vision statement, an effective shared purpose articulates how a group will position itself in relation to competitors and partners—and what key contributions to customers and society will define its success.
 - **Within a company** - Define a shared purpose that guides what people at all levels of the organization are trying to achieve together; This shared purpose is not an expression of a company’s enduring essence—it’s a description of what everyone in the organization is trying to do.
- Manage **competitive self-interest** - Optimal collaborations focus on both business processes and outcomes. They start with a small group of key organizations, link self-interest to shared interest, encourage productive competition, and, above all, build and maintain trust.
 - To be successful, collaboration initiatives must ensure that each participant recognize at the outset the compelling business value that it stands to gain when shared interests are met. The key to linking self-interest and shared interest is to quantify how the collaboration reduces costs or generates revenue for each participant.

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2014 Workshop Detail (CONTINUED)

- Create **productive competition** -
- Cultivate a culture/**ethic of contribution** - It accords the highest value to people who look beyond their specific roles and advance the common purpose.
 - The collaborative view rejects the notion of merely “doing a good job,” unless that actually makes a contribution. We have learned from practically a century of experience with the traditional model that it is quite possible for everyone to work hard as an individual without producing a good collective result.
 - An ethic of contribution means going beyond one’s formal responsibilities to solve broader problems, not just applying greater effort.
 - It also rejects the strong individualism of the market model and instead emphasizes working within the group (rather than trying to gain individual control or responsibility) and eliciting the best contributions from each member for the common good.
- Develop **interdependent processes**
 - that enable people to work together in flexible but disciplined projects
- Create an **infrastructure** that values and rewards collaboration
- Systemic sustainability collaboration
 - How can we work together on a common goal that helps all (gov’t, common customer, environment)

2014 Workshop References

Nidumolu R., Ellison J., Whalen J., and Billman E. (2014). The Collaboration Imperative. Harvard Business Review, Apr 1.

Abel J. (2011) Bringing Minds Together. Harvard Business Review, Jul 1.

Adler P., Heckscher C., and Prusak L. (2011). Building a Collaborative Enterprise. Harvard Business Review, Jul 1.

Best Practices in Collaborative Projects

2013 Workshop Results

- Assign a **champion**
- Mutually commit to maintain ongoing meaningful **communication**
- Identify **experts** for both problem definition and solutions
- Take time to identify and **define the problem** from all collaborators' perspectives
- **Document** the collaboration
- Create a **safe place** to do something risky
- Don't jump to specific solution approaches too early