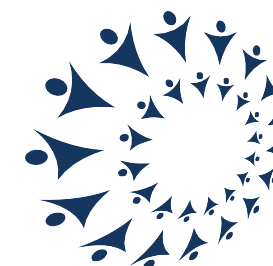
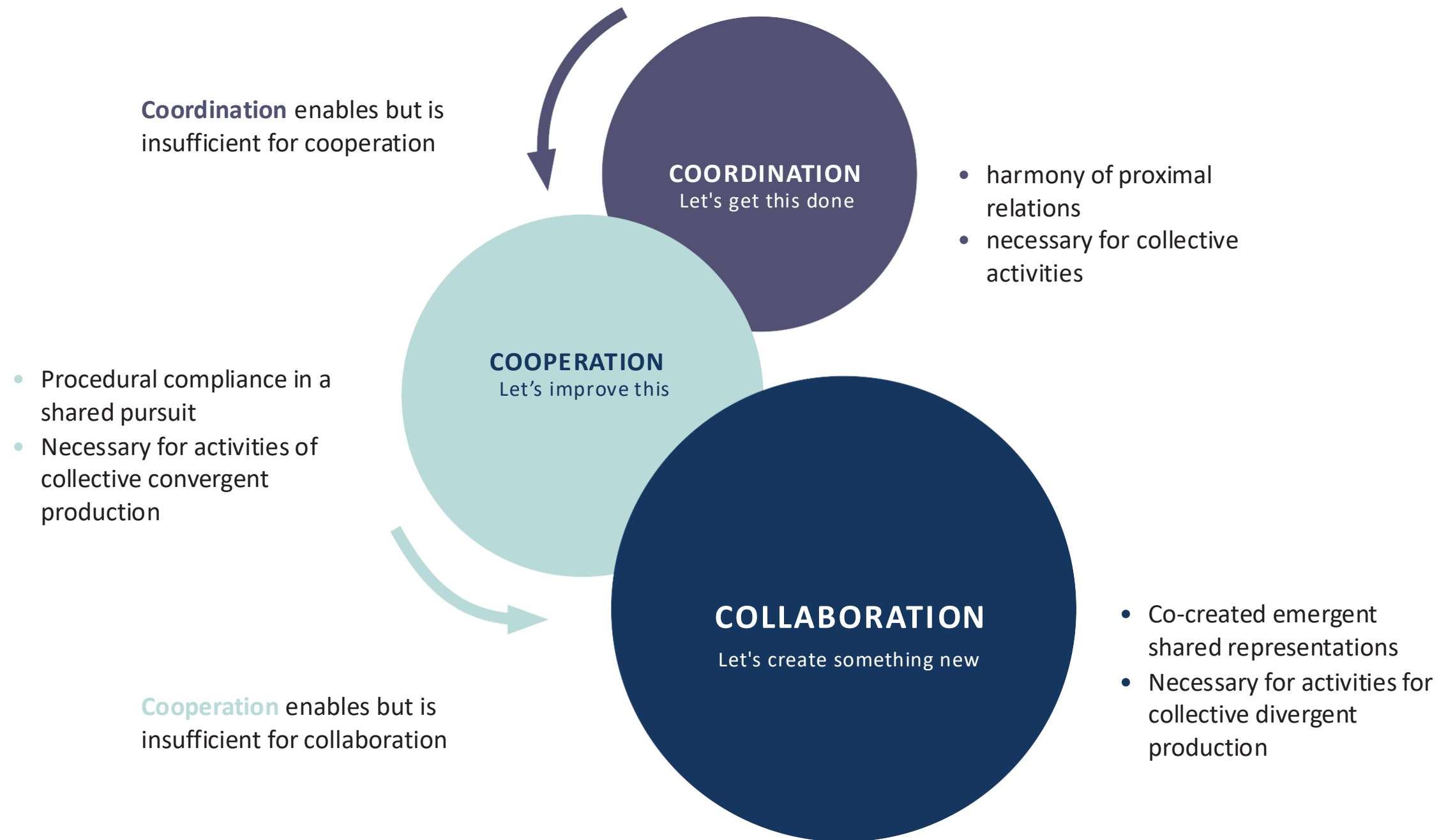




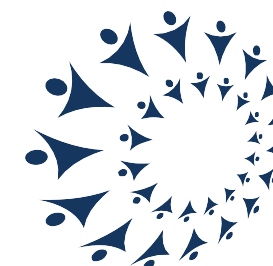
# Collaboration: Skills and Strategies for Initiatives that Work

---



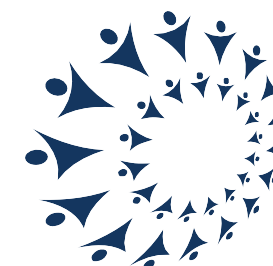


Collaborative knowledge creation in the higher education academic library  
 Young S. Lee, Matthew A. Schottenfeld; Journal of Learning Spaces, Vol 3, No 1 (2014)



**Collaboration** = a process that as a whole is greater than the sum of its parts

**Cooperation** = product equal to the sum of its parts



# PERCEIVED BUSINESS BENEFITS OF COLLABORATION

Business benefits expected from strong collaboration and/or teamwork

Greater employee morale



Improved product or service quality



Increased innovation



Increased speed and agility



Clarity on priorities and decision making



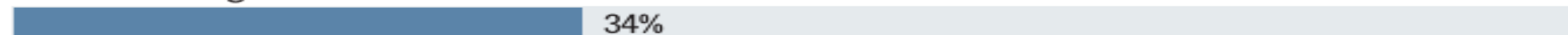
Overall increase in worker efficiency



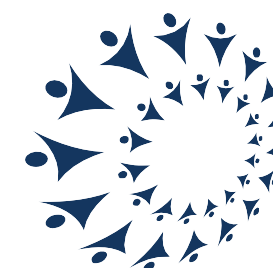
Greater workforce flexibility



Financial savings

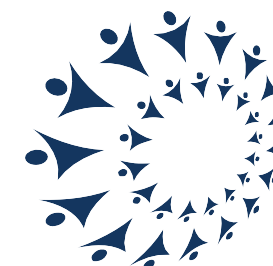


SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, JULY 2019



**“When employees collaborate, they work 15% faster, 73% do better work; 60% are more innovative; and 56% feel more satisfied.”**

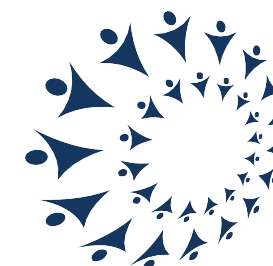
— Deloitte



# Elements of Fostering Collaborative Capacity



new processes,  
products, design  
AKA Innovation



# WHAT MAKES A GOOD TEAM MEMBER

Empathy tops the list of people skills

Interpersonal skills such as relatability and non-judgment



Empathy



Ability to solve complex problems



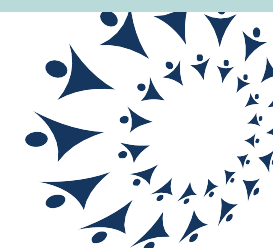
Excellent written and verbal communication skills



The capacity to inspire others



SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, JULY 2019



## BARRIERS TO COLLABORATION

Biggest challenges to operationalizing collaborative teams

Lack of information transparency and knowledge sharing



Lack of clear decision making



Lack of team leadership/management expertise



Lack of trust between team members



Hierarchy needed in decision making



Inflexible business processes



Trust in capabilities of the team



Missing or misaligned incentives for individuals



Insufficient number of team members whose strength is empathy/perspective taking



Insufficient transparency by members' evaluators to their effort and contribution



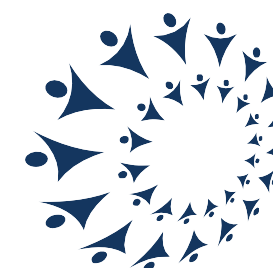
Lack of diversified expertise across employee base



Lack of "social capital" or opportunities to meet in person



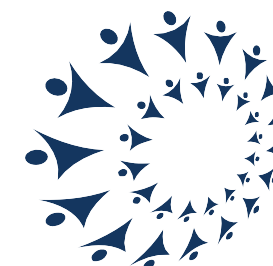
SOURCE: HARVARD BUSINESS REVIEW ANALYTIC SERVICES SURVEY, JULY 2019





**"Making diversity a priority** in Canadian organizations is **imperative**, not just because it is the right thing to do, but because it is critical to the future success of our business and our economy."

— Deloitte, The Road to Inclusion



# SUMMARY

- **Collaboration is a process, not a standalone skill**
- **Collaborative capacity = psychological safety = performance & innovation**
- **Skills framework that builds collaborative capacity = focus on quality of individual and team contribution**
- **Focus on inclusion and diversity = strengthened collaborative capacity and results**



**“The most important thing we can do is focus on creating workplaces where every single person feels valued, safe, and empowered to bring their best selves to work”**

— Indra Nooyi, former CEO of PepsiCo

