



“Collaboration: an essential for sustainable practices?”

London, 12th February, 14:00 - 17:30

Final report and feedback



ASP Learning Events

*‘A problem is never solved by the same type of thinking that created it...
....Einstein’*

Enquiry Report

Collaboration *- the new rock n’ roll*

For more Information:

Collaboration: Mike Jones
Tel: 07803 050085
Email: mike@open--minds.co.uk
Website: <http://www.open--minds.co.uk>

Collaboration ‘Community of Practice’:
<http://www.communities.idea.gov.uk/comm/community-search.do?queryText=open+minds&x=16&y=16>

ASP Learning Events: Gwyn Jones
Tel: 0779 563 2607
Email: gwyn@gbjconsulting.com
Website: <http://www.asp-online.org>



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Collaboration - the new rock n’ roll

An enquiry into the idea that sustainability practices are inherently dependent upon new collaborative models

Objectives

- Identify the growing need for more successful forms of collaboration
- Explore Open Minds’ research findings
- Share participants’ own learnings and experiences
- Understand the Open Minds’ Learning Network
- Create connections

Outcomes

By the end of the session participants will leave feeling enthusiastic about the possibilities and there will be a sense of collective momentum around the further development of collaboration as tool for creating more sustainable practice. Specifically participants take out will be;

- One light bulb moment
- At least one new contact
- One question answered
- At least one new idea or action

Attendees

Neville	Henderson	
Elaina	Conneely	
Menka	parekh	Bovis Lend Lease
Rebecca	Petzel	
Gwen	Vaughn	
Garfield	Cameron	Alpine
Val	Abl	Career Academy Plus
Cherry	Osborne-Brown	Consultant
Angela	Bryant	Beyond Green
Charles	Mansell	the campaign company
Giles	Semper	Better Bankside
Dave	Sharman	David Sharman Associates
Pieter	Rietsma	International Post Corporation
Taryn	Barclay	Cargill
Claire	Mellier-Wilson	TEC
Anne	Roos-Weil	TEC
Eva	Beresford	TEC
Winsome	MacLaurin	TEC
Gwyn	Jones	ASP
Simon	Hamilton	Three Hands
Sian	Peake-Jones	Open Minds
Mark	Lawrence	Marks and Spencer
Mike	King	Mike King Associates
Mike	Jones	Open Minds

Introduction

Mike King opened the workshop, introducing ASP learning events and the objectives and agenda for the current workshop.

Session 1. Provocation

A series of short presentations aimed at getting participants thinking about Collaboration, its opportunities and pitfalls.

Sian Peake-Jones

Open Minds, Director Community and Economic Development,

Presented a series of case studies on collaboration – see Appendix 1 for presentation slides.

Mike Jones

Open Minds, Director Learning and Leadership -

Spoke about the research undertaken by Open Minds and some of their early findings – see Appendix 2 for presentation slides

Mark Lawrence

Director UK Logistics Marks & Spencer

Presented a commercial view of collaboration from the perspective of how M&S manage their supply chain – see Appendix 3 for presentation slides.

Simon Hamilton

Founder of Three Hands, bringing people, business and community together

Spoke about collaboration across cultures, providing a case study of corporate engagement with a community in Malawi.

These presentations were followed by a brief Q&A.

Key points:

- Collaboration must be seen as a positive process
- Often resistance because it is perceived as taking time and resources
- Large cultural change for public-driven organisations
- Need for leadership to enable collaboration to happen
- Also strong emphasis on emotional intelligence
- Is there a difference between collaboration and business co-operation. Often have the same drivers and objectives but might use different approaches.

Session 2: Enquiry

Participant’s stories of collaboration. Groups of three were formed, each person spoke about a collaboration that they have been involved in. Other two asked questions for clarification and then swapped round.

Groups of three became groups of six and are asked to discuss the themes that emerged from the stories. Where themes resonate with other members of the group they were recorded

Themes were then shared in plenary with the whole group.

Themes and Issues that emerged:

- Unwilling collaborators. When collaboration has broken down how do you get people back into the room.
- Can collaboration be created from the outside- how do you seed it? Does it have to come from within?
- Fine line between competition and collaboration. Do not want to let things go.
- Is there a continuum of collaboration?

Transactional ----- Relationship

- Surface level – Business approach. Deeper level, which is about creating a different space. This may require a facilitator.
- Collaboration can feel like losing control (of ones destiny)
- Need for shared objectives – sense of achieving something bigger
- Collaboration can often mean the achievement of a goal that is bigger than the individual collaborators’ goals AND the achievement of all the individual goals
- Big issues around personalities in collaboration.
- We are in an era of ‘Beta’ testing – participate in drafting. Less precious about protecting ideas. Reciprocal exchange.
- Web 3.0 – Collaboration in everything but name. Aggregate many same things into bigger things. Technology becomes an enabler.
- Can collaboration exist without disruption (we are living in turbulent times)?
- How does money flow in a collaborative model (economics of collaboration)?

Section 3: Synthesis

The participants were asked to identify the key issues that emerged for them and then self organise into groups to discuss those issues in more depth.

Key Issues

- Technology as an enabler
- Need for a disrupter
- Economics of collaboration
- Psychology of collaboration
- Questions of collaboration – are we asking the right ones?

Points emerging from discussion groups

1) Economics of collaboration

Investment model with repayment later

What might the reward be?

Need for some element of exclusivity

Shared risk and reward

Control parity and influence

2) Psychology of collaboration

Biggest challenge is overcoming fear and giving up control

Need to better understand motivations both individual and collective

We need to learn to collaborate

Need to understand better the skills and behaviours required

Potential to overcome barriers through the use of technology

3) Technology as an enabler

Traditional collaborations keep information internal to the group

Social networking, brings in external information and collaboration and all this happens in real time

Concerns; security, accuracy, age and gender

Where does the expertise and money come from?

4) Need for a disrupter

Steady State

Turbulence

Low collaboration

High collaboration

Feedback – 1=poor, 10=excellent

1. To what extent were your expectations met?	7.5
2. Was the venue suitable?	7.1
3. Did you have enough opportunity to contribute?	8.7
4. Have you gained new insights, knowledge or useful contacts?	7.6
5. As a result of the workshop are you more motivated to take new or different actions?	7.2
6. Do you want to be kept informed of future ASP events?	93%

Comments

- nice sized room, but fairly low energy environment
- need more space for coats!
- Make it happen - this is the interesting bit in the real world.
- some excellent quotes
- very airless room. Starting to dislike it
- Good venue, friendly welcome.
- Great event thank you
- Group work very good. It made me re-think my approach to partnerships. I will build my current project differently with partners.
- great energy from participants.
- Excellent facilitation.
- Good speakers, well chosen, relevant to the point.
- Enjoyed the discussions.
- wasn't what I expected/thought it was going to be, but was actually better/more relevant.
- Convenient, needed some more fruit/herbal teas. Good fruit snacks.
- Felt open and easy to contribute.
- Helped me to think about this differently