



Building collaborative capacity in your company



Establishing a solid culture of collaboration is key for a company to achieve its objectives, especially in the current digital era. How to establish mechanisms that allow people to work together in a flexible but disciplined way? How to shape a true culture of collaborative work from the heart of the business?

Collaboration often fails in organizations, especially in which virtual communication and remote work are the rule. Collaboration is not a vague aspiration but a measurable value that can be developed through the training of all employees of the organization.

Nothing justifies the non-collaboration within companies where growth must be a common objective for all who work in it. However, most companies tend to understand and apply collaboration only as a simple activity that accompanies the main projects they carry out.

Creating a collaborative organizational culture

A truly collaborative environment fundamentally requires having a pragmatic vision and great commitment. A true reflection of this is the case of SpaceX, a company of Elon Musk, whose mission is not simply to verify if there is life on Mars, but also to create life there in the next 70 years. The collaboration in SpaceX is spread in the culture of the organization and is reflected in its daily operations; In addition, most of the company's staff will not be alive by then and yet they are all fully committed and motivated to add their grain of sand to this mission.

We present some principles that will serve as a guide to integrate collaboration into the organizational workflow and help convert collaboration into a component that emerges from the DNA of the company's work culture.

Principles for a collaborative organizational culture (1)

- Leading by example. Leaders, using collaborative tools and strategies, encourage employees

IEDP, *12 Keys to Collaborative Organizational Culture*.



at all organizational levels to do the same.

- Focusing on individual and organizational benefits. It is important to communicate to employees how they will personally benefit from a collaborative environment, how it will improve their lives and facilitate their work and also how it will take the organization to the next level.
- Establishing a behaviour and strategy towards technology. Technology must support the strategy.
- Reviewing employees' behaviours

that the organization is rewarding and creating a supportive environment.

Highly collaborative organizations focus on metrics that align different business units and find in these results valuable information to improve their performance, of each area and to reward their employees when they find it necessary. Collaboration and teamwork must be recognized.

- Learning to delegate and develop independence. The focus should be on training employees to develop their independence and do their job in their own way. Paradoxically, collaborative

work requires a great deal of independence, since you must be able to properly understand your priorities to work efficiently with another person.

- Giving employees a voice. Although it may be obvious or too simple, in the day-to-day hustle and with the speed at which businesses move this point is usually postponed. Employees must be given space to talk, present their ideas and be recognized.
- Practicing perseverance. Highly collaborative organizations make collaboration a corporate initiative, something that can arise at

any scale and involves all employees, it is not limited to specific areas, levels or programs.

- Adapting and evolving. Collaboration is a perpetual and permanent condition in organizations that must adapt and evolve on demand from both the internal and external scenarios.
- Recognizing that employee collaboration benefits customers and often makes the world a better place. It is proven that happy employees have better performance and do their job better. And as happiness is spread, this translates into happier and more satisfied customers. Collaboration also reduces stress and increases employees' loyalty that is then conveyed to customers.
- Documenting the practices. This is an undeniable need to keep the flame of collaboration alive. The practices should be available to all who make up the organization. Being able to summarize and share your own experiences (successful or not) facilitates the work of others as it gives you new concepts of teamwork and notions of participation.
- Ensuring transparency of information. It will be difficult to encourage staff to work together if there is no adequate visibility of business objectives and corporate strategy.
- Establishing clear decision-making processes. This will order the teams and get them to work more aligned with the common goals.

In addition, it will generate a climate of internal trust and will create a sense of belonging to the community within the company that in turn will foster internal innovation by promoting ideas from all levels of the organization.

Collaboration + Curiosity

When he stepped on the moon for the first time, Neil Armstrong chose the following words: "A small step for a man, a great step for mankind." He was implying that to the extent that as his small footprint became the great dark void of space, we all became with it

. "Each person built a model of the universe directed by their curiosity and the act of exploration and experimentation before even being able to talk. Before we could say a word, curiosity was our beacon," explains Adam Steltzner, Chief Engineer of the NASA project "Mars Curiosity" that has the mission of exploring Mars.

The curious mind is an agile mind. But when we age, we develop a universe model in which we feel comfortable and stop being curious about what is not in this model or how it could be wrong. If we can keep that curiosity as a child alive in our minds, we will remain agile, innovative and competitive. And if we combine that powerful human curiosity with a culture of collaboration, there is very little that a team of human beings working together could not get.

Human curiosity allows teams to focus and innovate and helps us to be beta.

Collaboration as part of the founding fabric of an organization

There may be a group of people eager to work, but that will not be enough without commitment, without a practical vision, objectives or clear strategy. To start thinking about a strong collaborative capacity, or even a culture of collaboration, it is vital to understand that achieving that goal does not only imply cooperation or teamwork, but also it is essential to have strong leadership, good communication, a trustful environment, a pragmatic vision that guides the objectives, the vision and the purpose, and that helps to define a strategy. In summary, collaboration is a cultural value of the entire organization that implies a way of working and specific management models that must be integrated into the foundational fabric of the company. ▽

WOB