

**Human Collaboration beyond
teamocracies: what management of
pharmaceuticals can learn from social
and “emergent” sciences**

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Aims

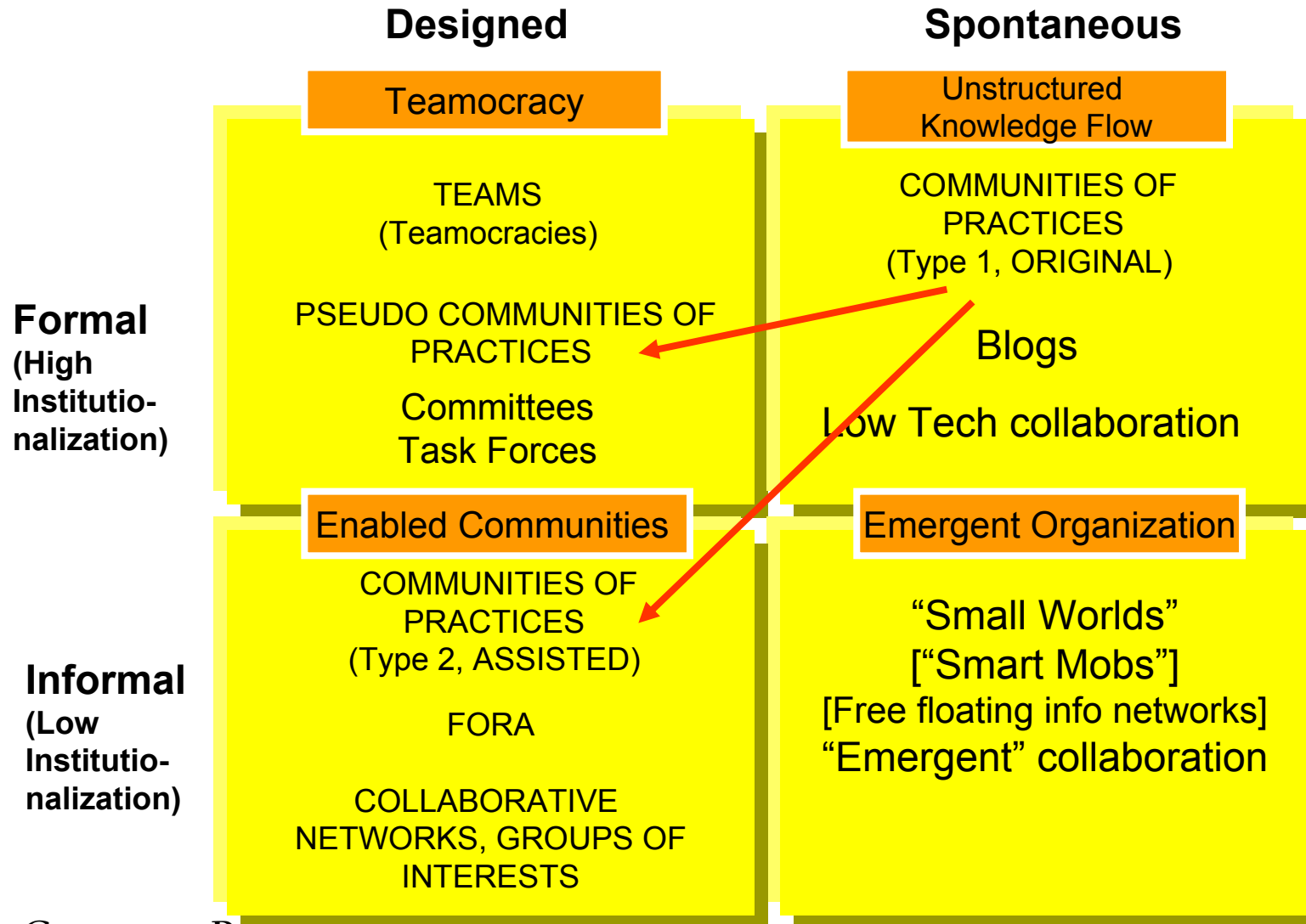
(Short presentation/Concept flow)

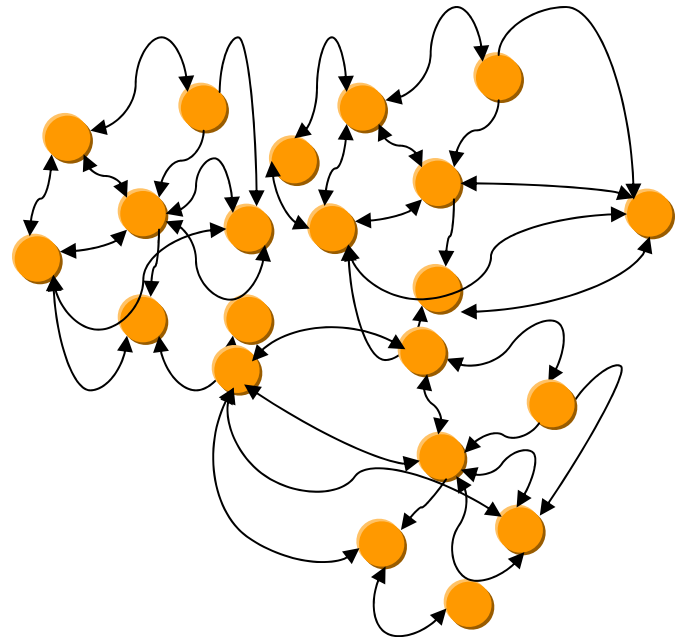
- Launch key propositions
- Explore collaboration models in organizations
- Propose implications
 - Organizational design
 - Leadership
 - Human Behavior in organizations
 - Knowledge Management
 - Leading innovation
- Invitation to ongoing discussion and elaboration beyond this DIA

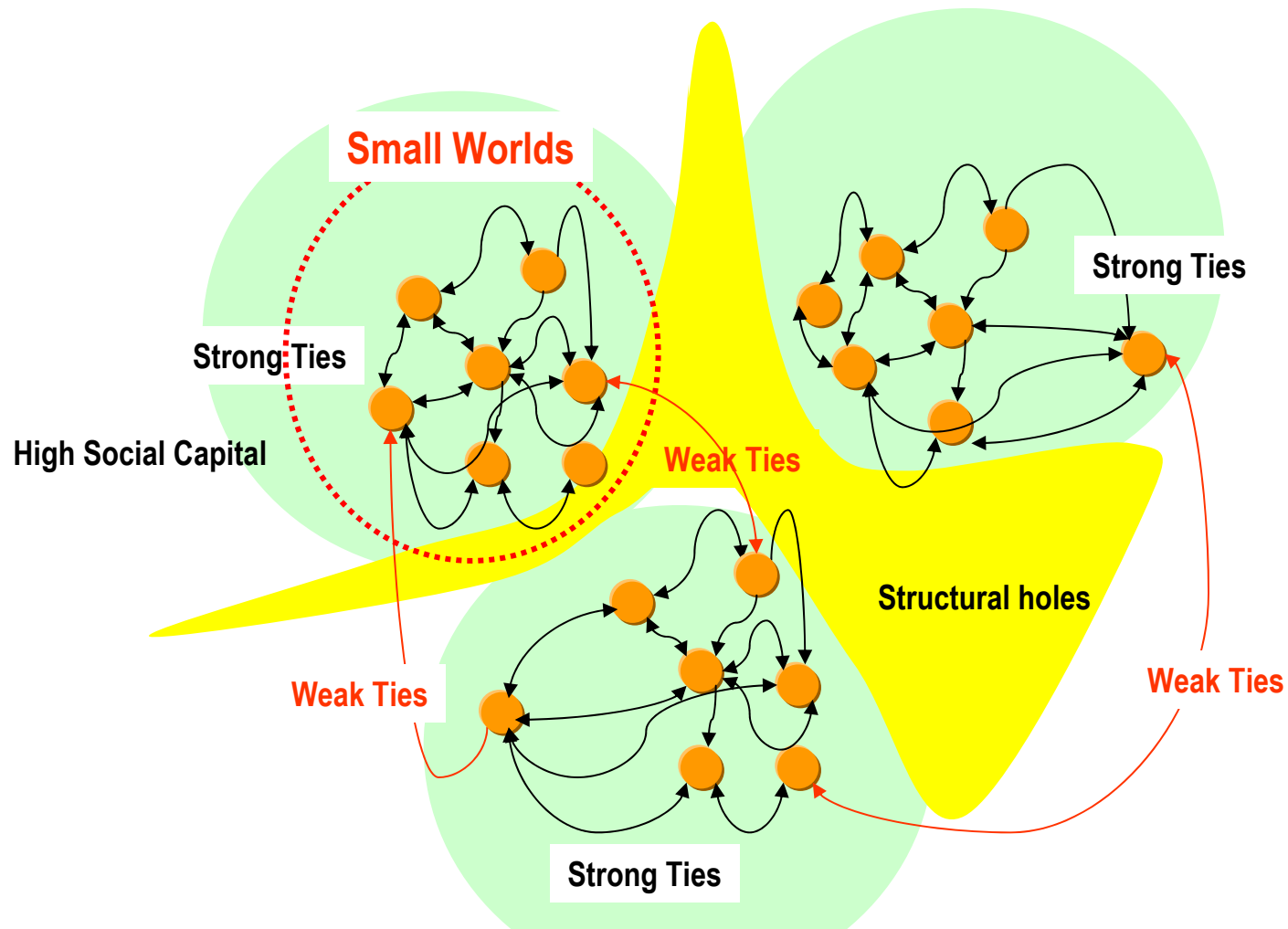
Propositions

- Most of what we know about collaboration in organizations comes from **the TEAM model**
- **Other forms of collaboration** have been neglected until now
- Teams account for **a fraction** of the collaboration activity in the firm
- Other forms of human collaboration hold the **key** for innovation, “knowledge management”, 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







TOP KEY GROUP BEHAVIOURS (EXAMPLES)

Enabling

Collaboration
Co-opetition
Info and K sharing
Dissent (cognitive
Diversity)

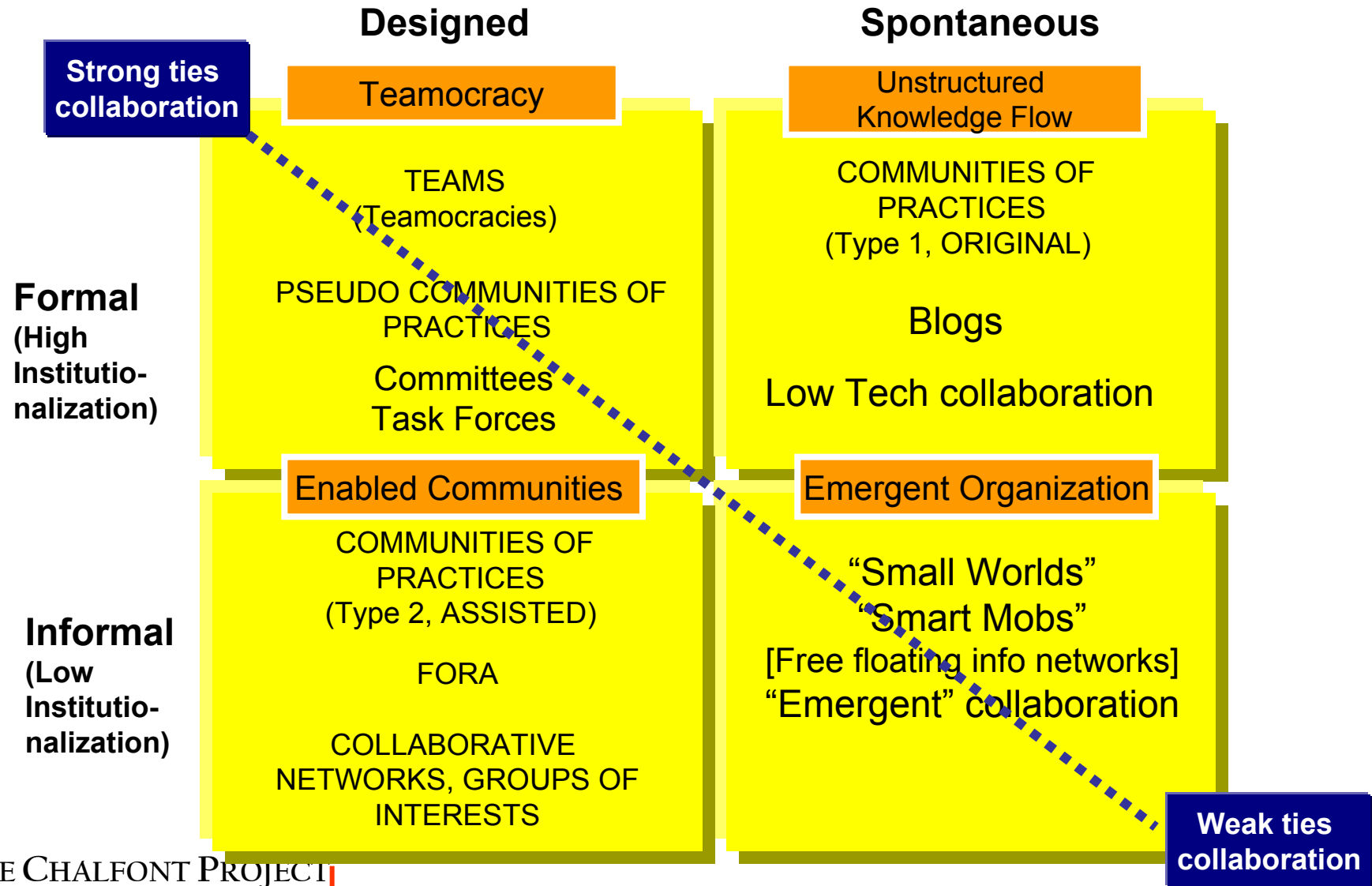
Either way

Competition
Conformity
Consensus bias

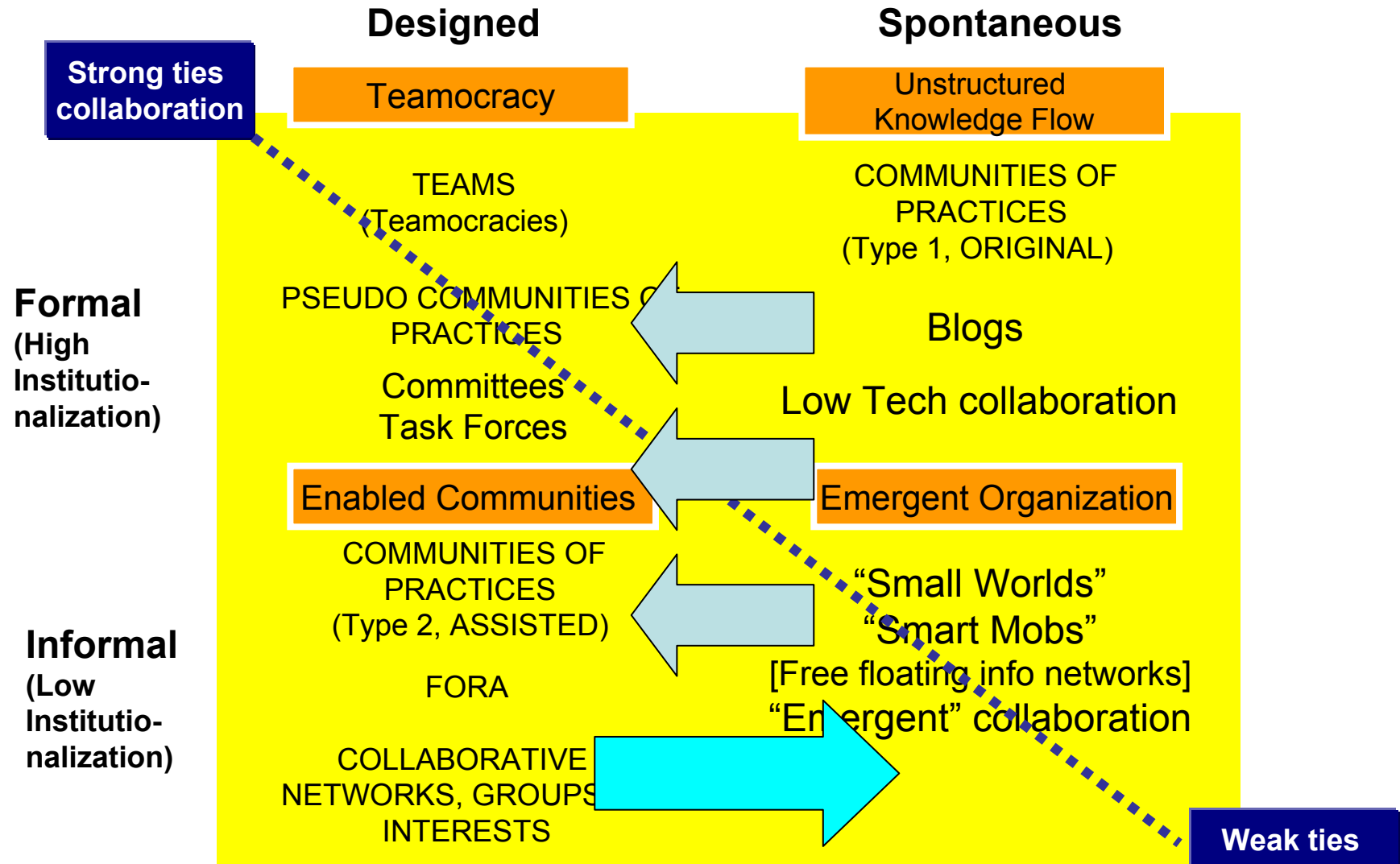
Disabling

Groupthink
Confirmation bias
Personalization

Collaborative Spaces



Collaborative Spaces



Implications: 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

Implications: Leadership

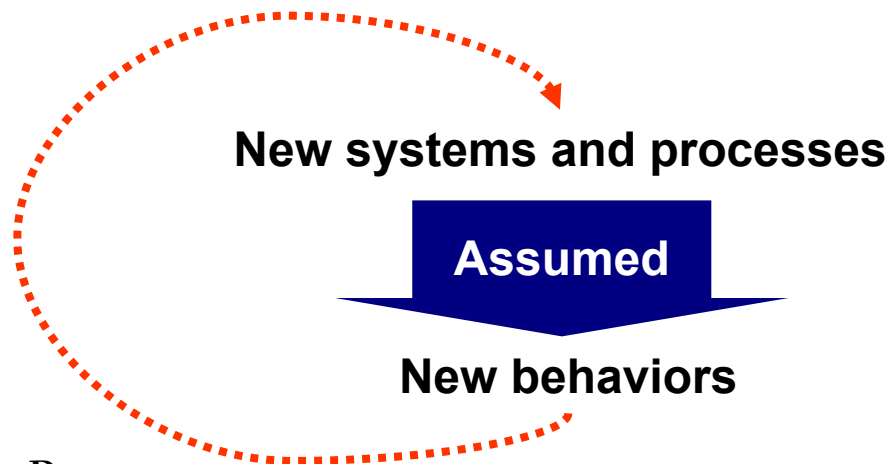
- Leader as architect of (collaborative) spaces
- “Leading the invisible”
- Leading innovation
- Leading projects
- Leading **model cohabitation** (most difficult)

Implications: KM

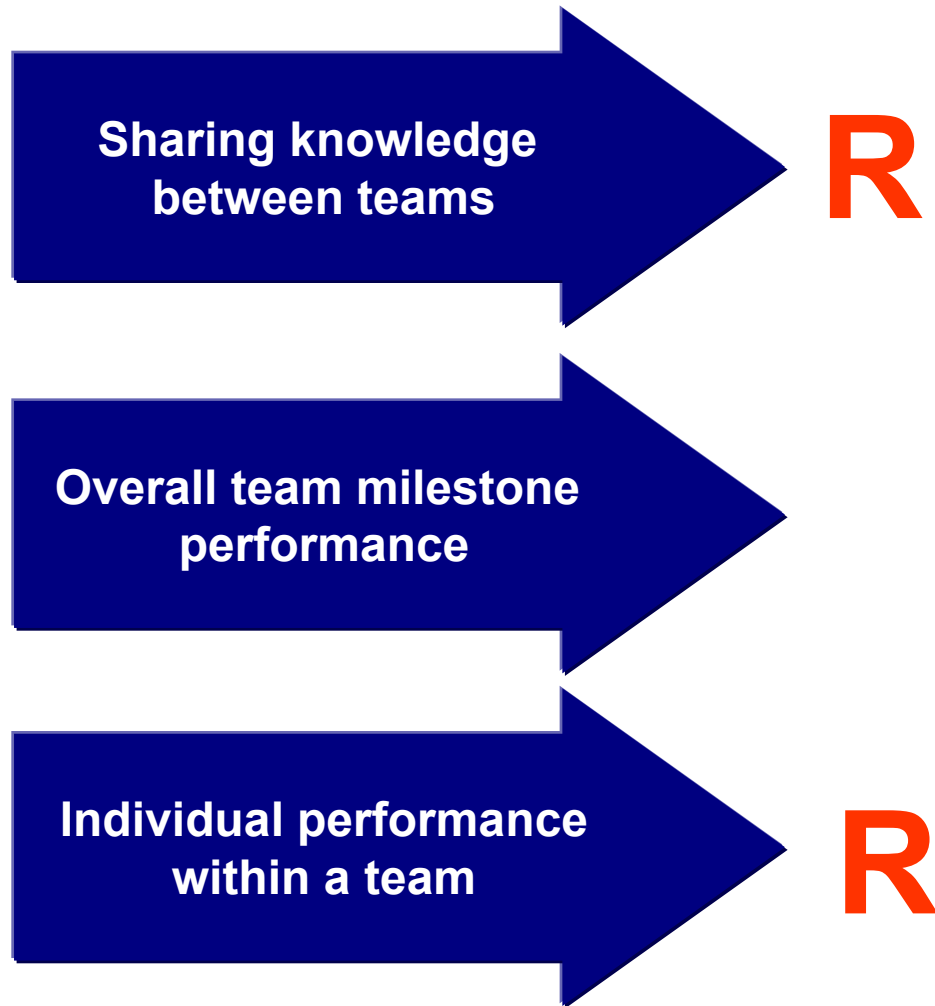
- Priority (design):
 - Mapping knowledge flow,
 - understanding and/or creating knowledge networks
 - Understanding how social capital “works”
 - Enabling collaboration
 - Tools
 - Practices
- Secondary (problem solving)
- Distribution of information!

Implications: organizational (people and group) behaviors

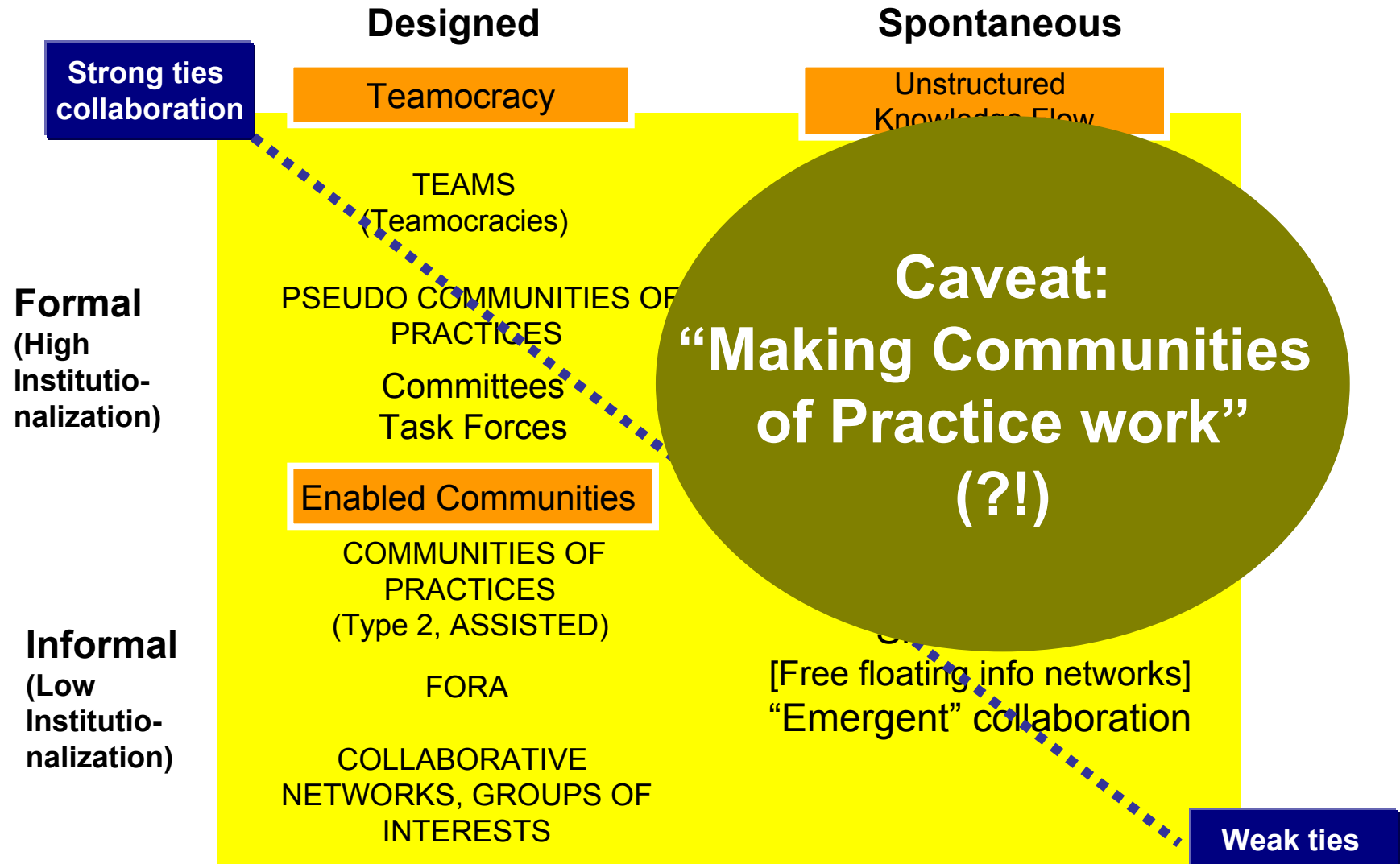
- **Priority:**
 - Uncovering blocking or enabling/facilitating behaviors
 - Reinforcing enabling behaviors



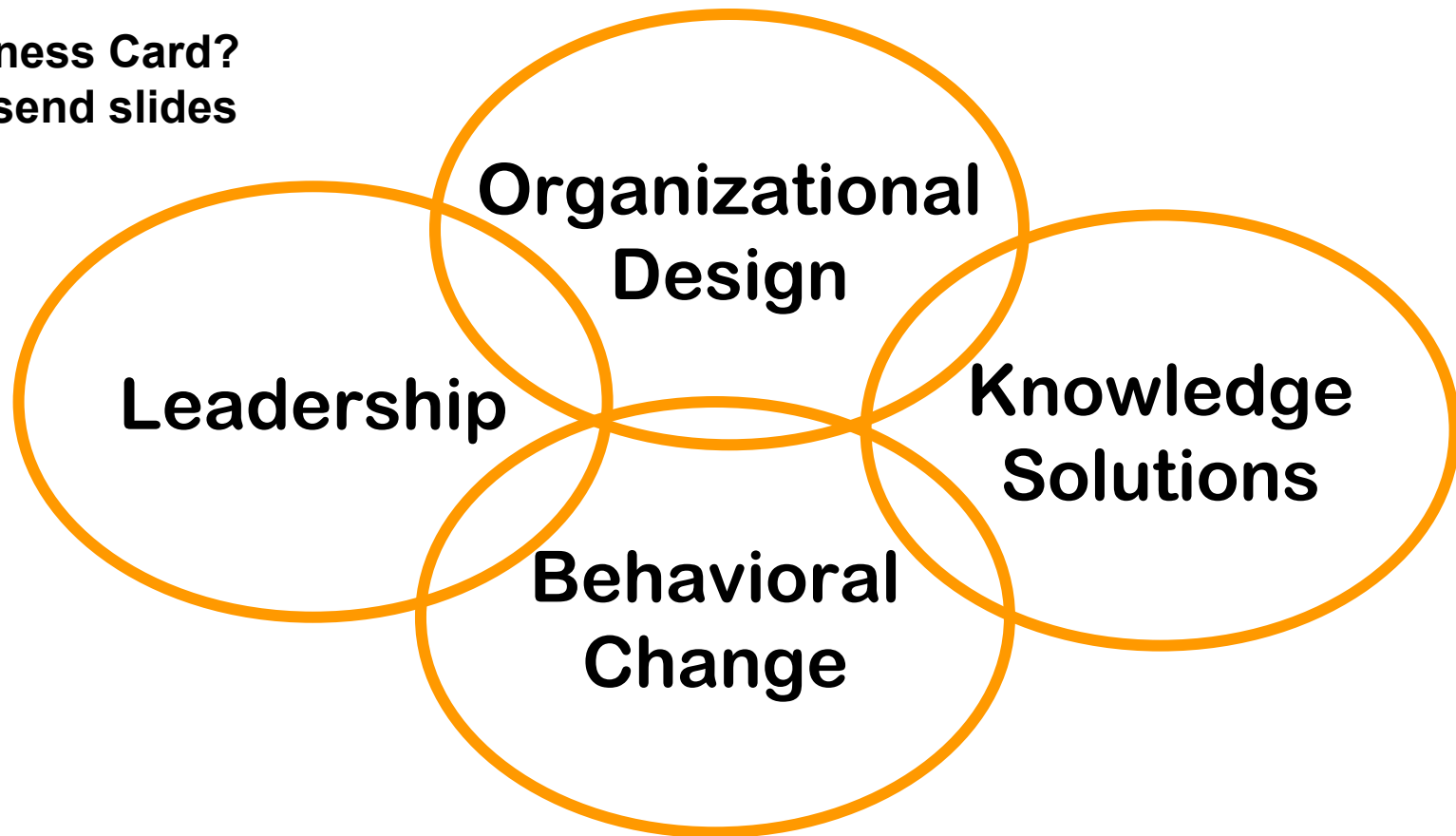




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**Business Card?
Will send slides**



THE CHALFONT PROJECT

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newsletter**

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

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