

Abstract

Benefits are promising, yet collaboration is seldom practiced. So what is the problem?

- **The lack of a shared definition is one barrier. Additionally, the complexity of collaboration and the skills required to facilitate the process are formidable.**
- **Emerging social and mobile technologies, new processes, and changing behaviors are all areas that need to be addressed. As more work is done outside of the organization with key partners, defining and executing on a collaboration strategy is becoming more important both to individuals productivity and team effectiveness across the organization.**
- **This discussion will be focused on common challenges experienced, and approaches to practically leverage collaboration best practices in teams and working with partners.**



A Good Place to Start: A Definition

World English Dictionary

Collaboration -

- 1. the act of working with another or others on a joint project
- 2. something created by working jointly with another or others
- 3. *the act of cooperating as a traitor, esp with an enemy occupying one's own country*



What Factors are Influencing our Collaboration Strategy?

External Drivers

Consumerization: A shift in employee demand with an emphasis on technology capabilities that deliver an intuitive user experience and support for more heterogeneous, flexible working environments

Mobility: Support for work anywhere, anytime from any device

Cloud Computing: The delivery of computing as a service rather than a product, whereby shared resources, software, and information are provided to computers and other devices as a metered service over a network (typically the Internet)

Social Media: Explosive growth in external social media has entered the enterprise



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Company

Internal Drivers

BMS ecosystem: Expanding across partners, suppliers, and many others

“Connect and Collaborate”: Need to find and collaborate with people inside and outside of your network

Personal Productivity: Selecting the best tool for a specific purpose is more confusing with so many tools

Change: Too many initiatives and projects occurring across the company

Personal Interaction: Demand for more visual and interactive means of communication

“Findability”: Hard to find the information needed to do our work



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Multiple Value Opportunities

Fostering collaboration & knowledge sharing

- ❑ Many Web 2.0 technologies connect people in ways that make it easier to collaborate. Targeting such connections could lead to increased knowledge sharing between highly skilled workers, refining the information available to them. By tapping into the collective wisdom of the group, this type of collaboration could lead to better decisions and aid in problem solving.

Unlocking Innovation

- ❑ The openness of Web 2.0 holds out the prospect of breaking down silos and allowing a broader range of collaborators to participate, enabling new possibilities for the creation and discovery of ideas throughout the enterprise.

Enhancing productivity

- ❑ Enabling employees to do more—and do it more efficiently—has always been a fundamental business goal. Web 2.0 has the potential to create network effects that leverage the productive power of the group, improving both the quantity and the quality of work.



Many buzzwords are being thrown around



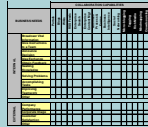




Rapidly Changing Technology!

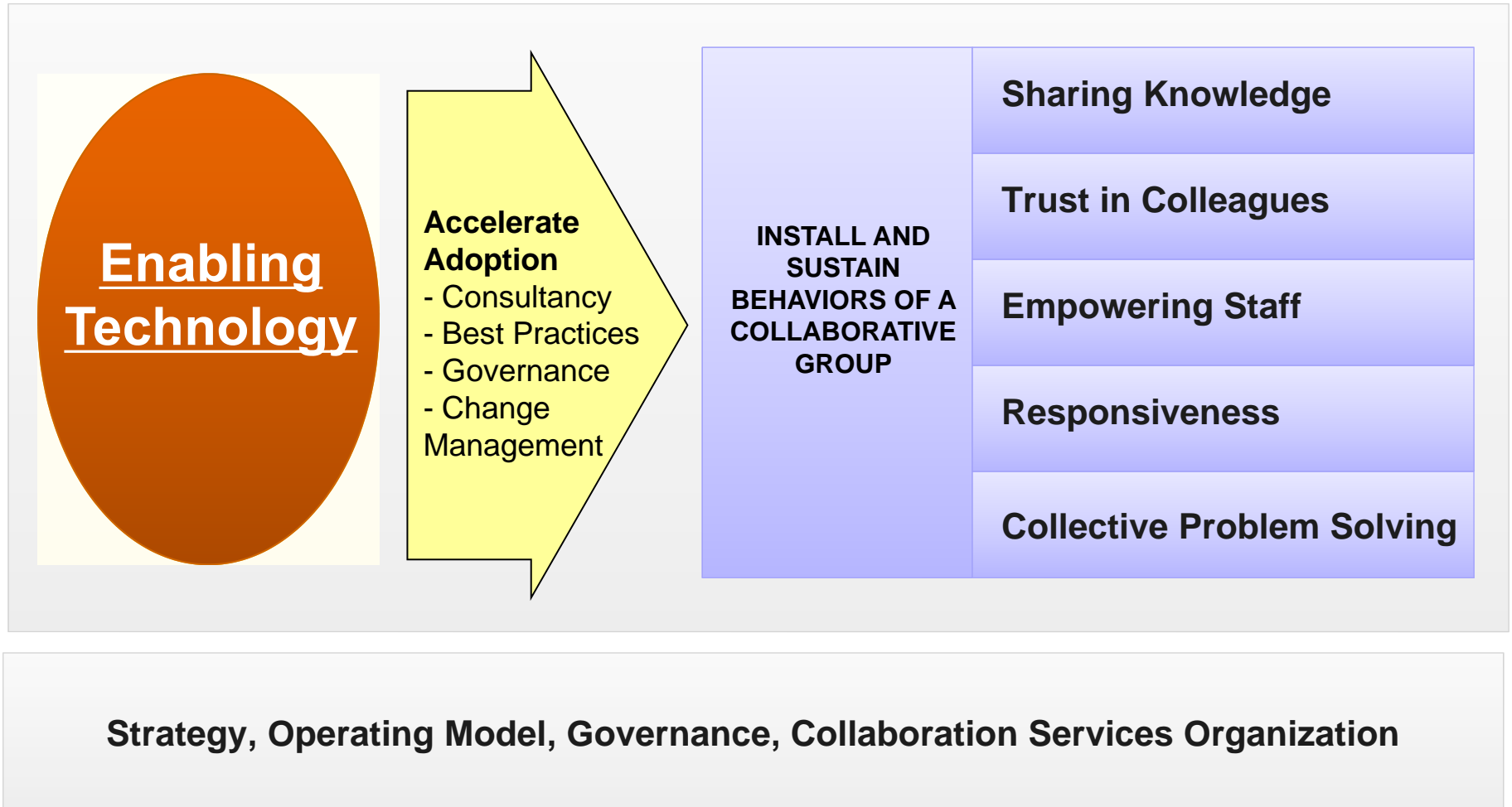


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More than just the tool: Enabling collaboration broadly across R&D

Vision	Highly Collaborative Environment in R&D				
Objective	Put in place a collaborative structure across business and technology domains that encourages knowledge sharing and productive behaviors				
Workstreams	Organization	Process	Technology	Governance	Culture
Sample Deliverables	Functional Design: Roles & Responsibilities 	Use Cases 	Collaboration Matrix 	Support Model Security / Access Model 	Adoption Programs Training Communication 
Desired Outcomes	Clearly defined roles and responsibilities for working within the collaboration environment.	Detailed collaboration scenarios for the R&D business. Use cases will have direct input into the collaboration matrix.	The technologies recommended across services, based on business needs.	The right level of support, security and authority for a new, highly collaborative environment.	Adoption across the R&D organization through a combination of executive sponsorship and user empowerment

Value is a combination of Tools + Processes + Behaviors



That's great at the R&D level but... what does Collaboration look like at the local level

A few practical examples:

1. Team: Collaborating on Drug Teams

- Opportunity to improve how we collaborate with our Partners and Providers on major drug assets

2. Individual: Emergence of Social

- Opportunity to move beyond document collaboration
- Exchange of ideas outside of the team



Enabling Drug Teams to Work More Effectively With Partners

1. The Starting Approach:

- Focus around standardization
- Keep SharePoint Security Simple
- Move Toward More Open Access Model
- Team norms

2. Up Front Challenges

- Achieving the right balance of sharing and securing, while keeping it simple
 1. Drug Team Site security access model
 2. Much of the work Drug Teams collaborate on can be interpreted as Highly Confidential. This influences how we setup and share information on collaboration sites.



Collaboration Capabilities: Collaboration Team Service powered by SharePoint

Drive effectiveness of R&D at the organization, team and individual level by integrating a suite of collaboration capabilities across our R&D work

Value Focus Areas

Organizational
Effectiveness

Team
Effectiveness

Individual
Effectiveness

Collaboration as
a service

- Teams
- Project
- Communities

Supporting Tools

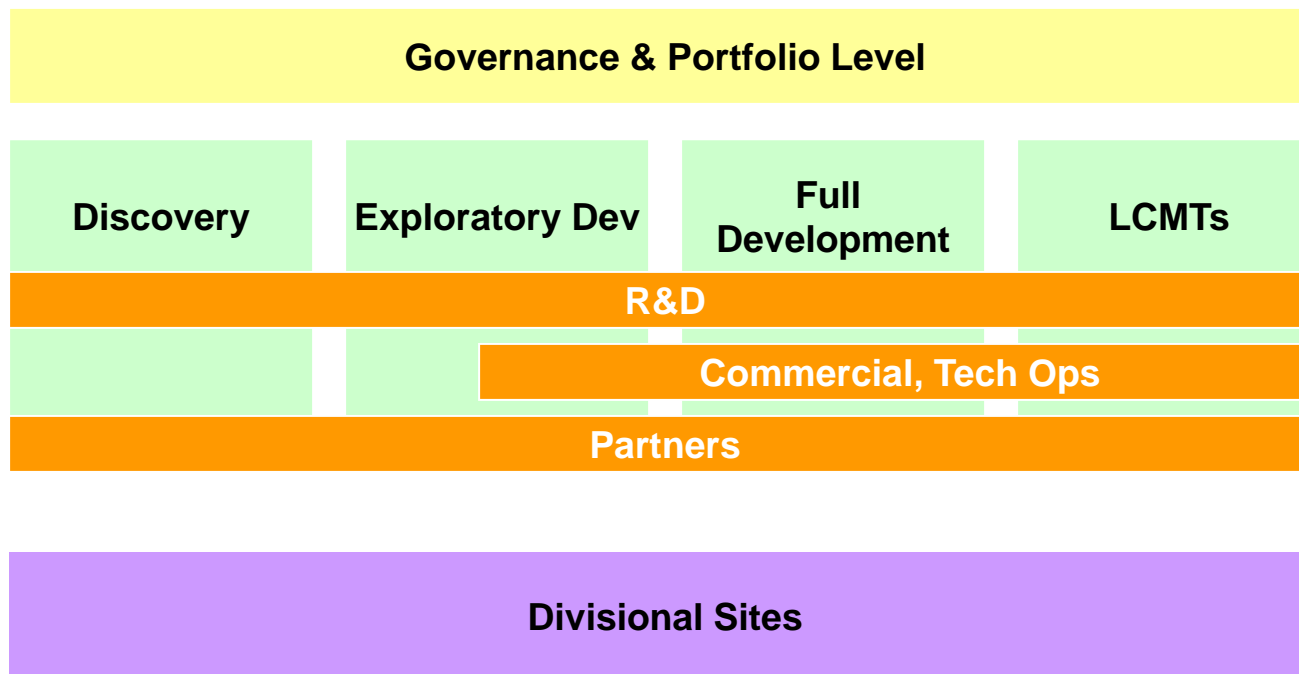


Instant Messenger



Collaboration Building Blocks: Site Standardization on SharePoint

SITE STANDARDS Applied To



*Focus on
groups of
sites that
will be
beneficial to
apply
standards...*



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Collaboration Site Standardization

- **Life Cycle of Site & Content**

- *When are sites created and move through drug process (decision points)?*
- *Does content move, if so, when?*
- *What does it mean to archive a site / content?*
- *Document Management*

- **Look/Feel, Navigation, Site Architecture**

- *Template or web part development*
- *Site, subsites, pages*
- *Linking to other sites*

- **Security**

- *Internal*
- *External – Alliance / Partner*
- *How to handle access requests*
- *Auditing of security model*

- **Metadata**

- *Tagging & grouping sites*
- *Content categorization (standard across sites & some flexibility for teams)*

- **Key Information / Authoritative Sources**

- *What are the key pieces of content? Where should it be placed?*
- *Identify content that is THE authority & establish how others may access / link to it*

- **Roles & Responsibilities**

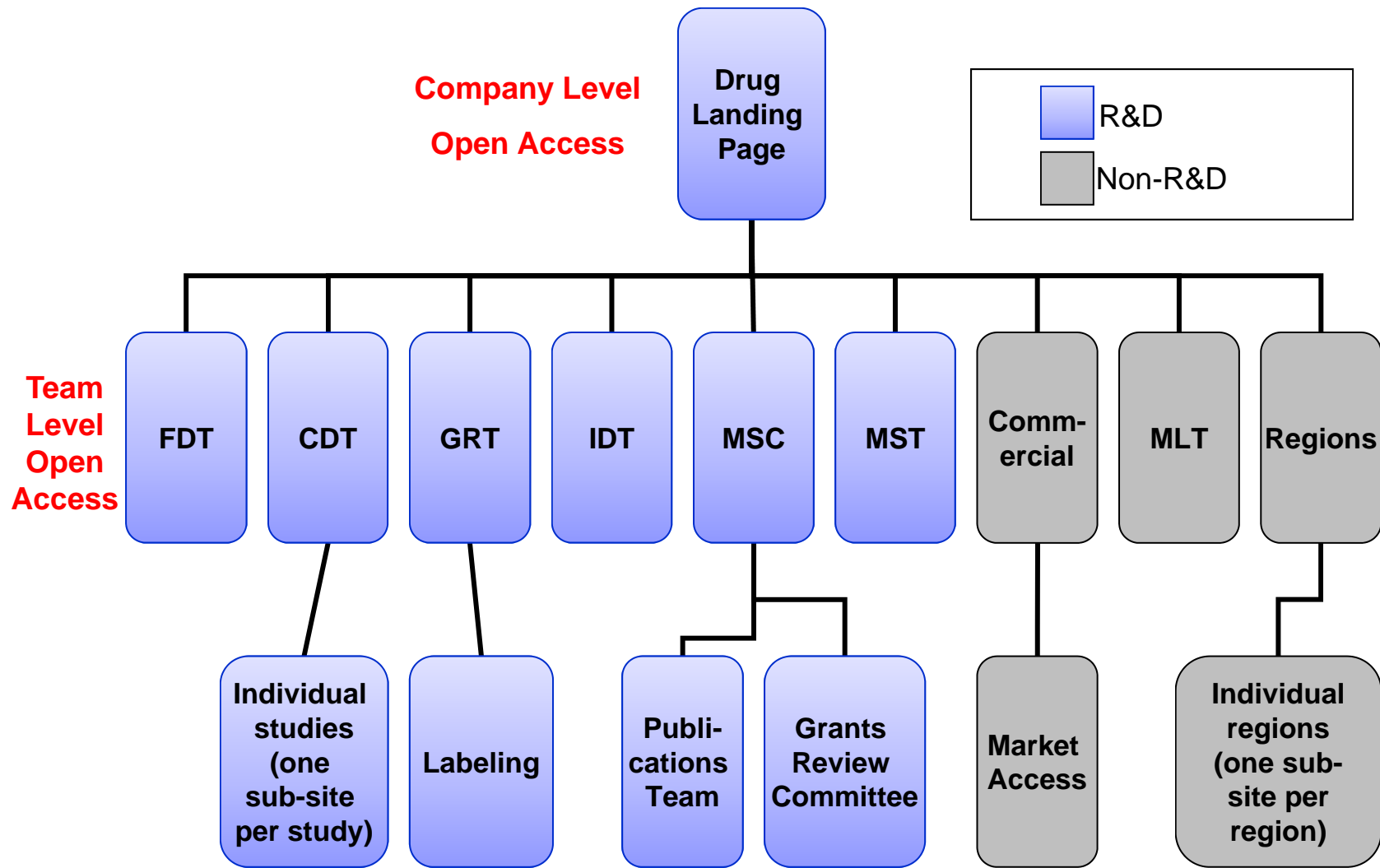
- *Site Owner (Business Ownership & Site Stewardship)*

- **Team Norms**

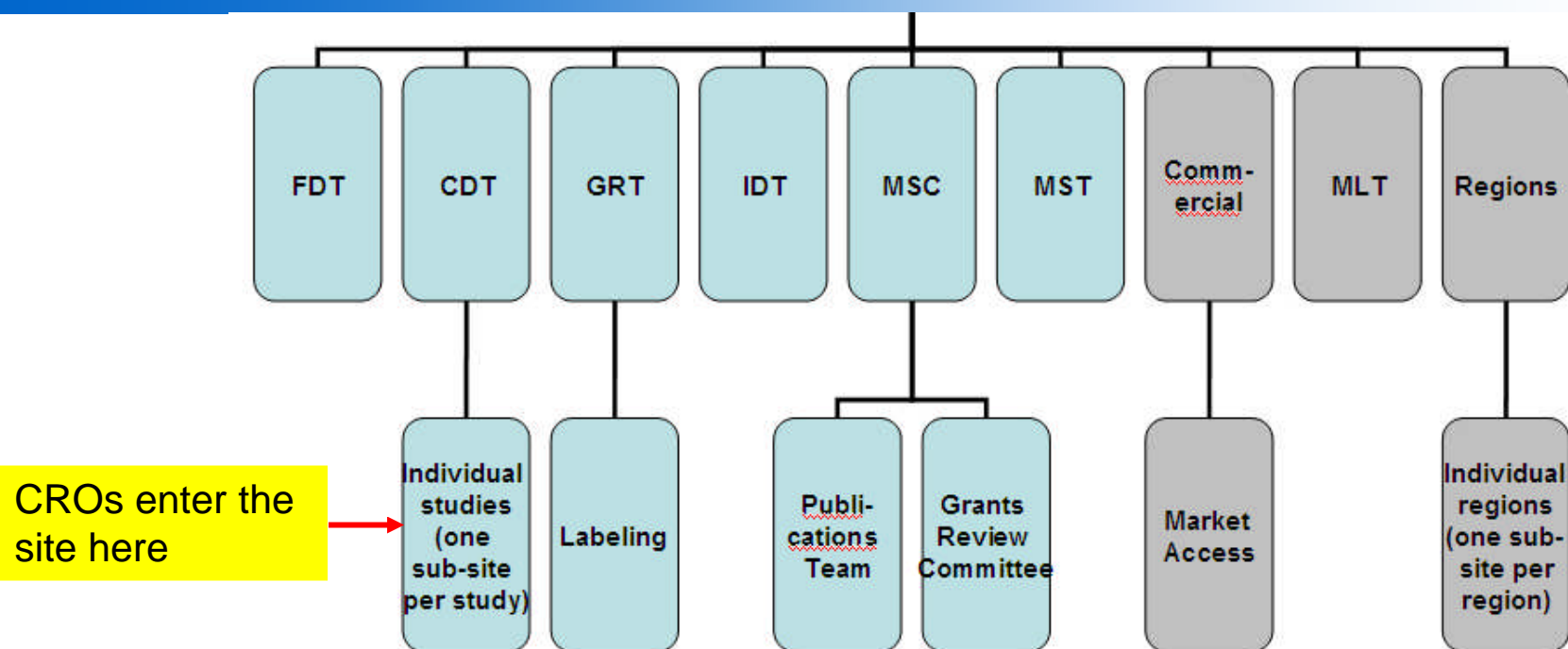
- *Naming conventions*
- *Document expectations / use*



Standard Asset Site – 2 Open Access Models



Securing Access With our Partners



WRITE ACCESS

- ALL** Team members (including alliance partner) will have write access to all subteam areas to start; specific exceptions as appropriate to support business processes; or contract of alliance partnership.
- CROs only have write access to studies they are working on; NO OTHER ACCESS

READ ACCESS

- R&D Senior Leaders
- R&D Operations: Project Planning & Management
- R&D Operations: Portfolio & Asset Strategy



Needs and Challenges

- **Document management vs. real time collaboration, advanced use of tools. Different expectations**
- **Information classification**
- **Security/Access**
- **Regulated environment and controls**
- **People and Trust!**
- **Information organization**
- **Workflow/streamline business processes**
- **Emergence of Tablets/iPads accessing sharepoint**
- **Intranet vs. Extranet**
- **Emergence of social**



How does social fit in the picture...

A collection of collaboration tools used to create an on-line community that enables people to share profiles, opinions, insights, experiences, perspectives and media itself -- facilitating conversations, collective wisdom and interactions between groups of people.



BENEFITS

- Enable collective wisdom, conversations, and interactions between groups – Breaking traditional silos
- Create support networks that cross the traditional organizational and geographic boundaries
- Supports our cultural imperatives (agile, entrepreneurial, accountable), and the evolving workplace (eco system, Workplace)
- Foster innovation around ideas that are evolving



Thinking about them together: Collaboration & Social Overlap

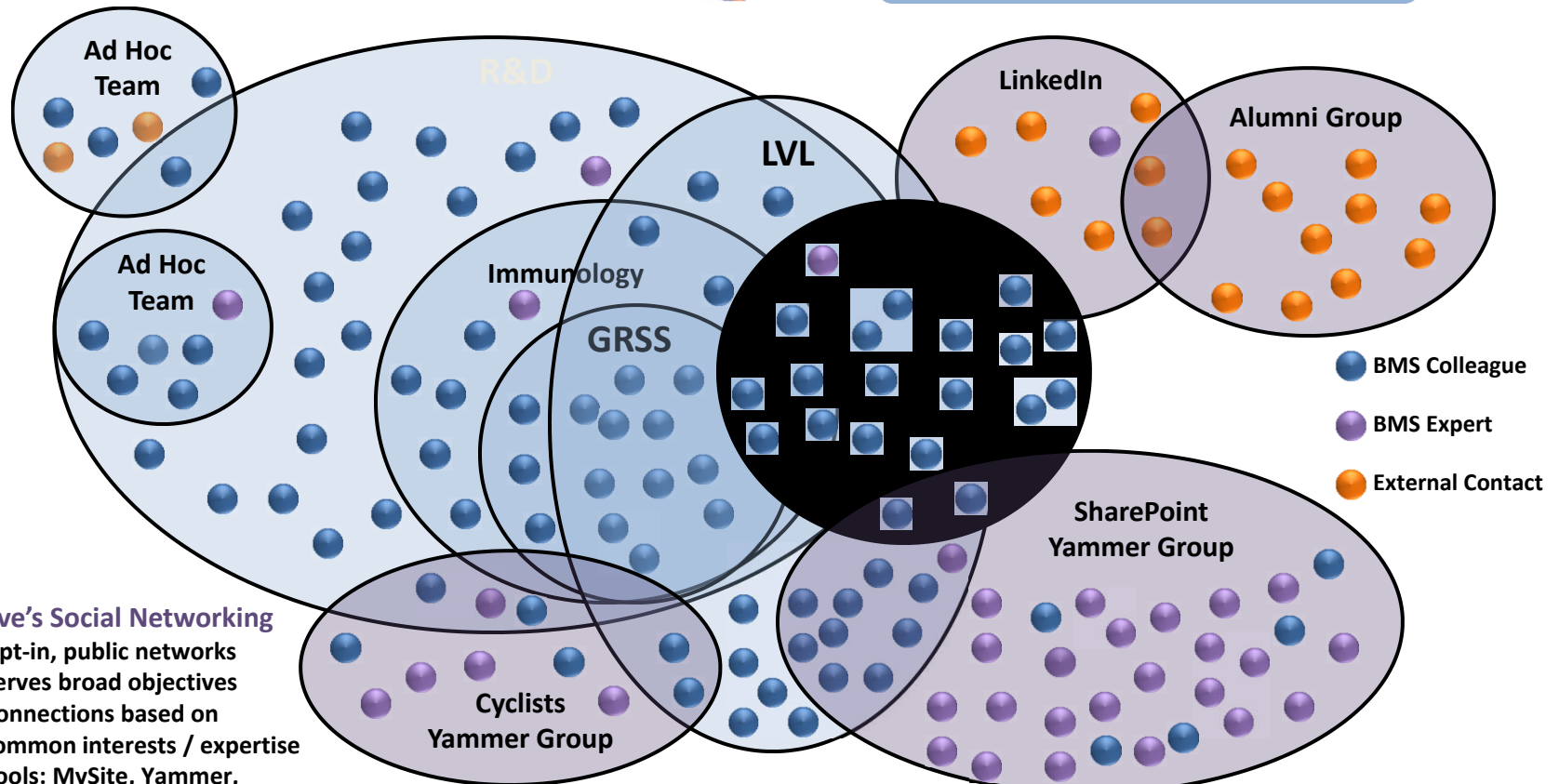
Steve's Collaboration

- Closed, member-based networks
- Defined tasks aligned to objectives
- Established relationships
- Tools: SharePoint, Outlook, Live Meeting, Office Communicator, MySite, Office 2007, Video Conferencing



MEET STEVE

Global Regulatory Lead, Asset ABC
Research & Development
Global Regulatory & Safety Sciences
Lawrenceville



Steve's Social Networking

- Opt-in, public networks
- Serves broad objectives
- Connections based on common interests / expertise
- Tools: MySite, Yammer, Ideation, Ext. Social Networks



Opportunity to Accelerate Adoption by Influencing Behavioral Factors & Best Practices



Recent Experiment – Mobile App in support of R&D Senior Leaders Meeting



Objectives

- ◆ Reduce print outs of agenda and speaker information
- ◆ Promote engagement, collaboration & Connectivity

Capabilities



View the Schedule & Manage Your Agenda



Network with people interested in similar topics



Learn more about speakers and their topics



Share pictures from the meeting



Find out where to go for breakout sessions



Take Surveys



Share your thoughts with colleagues



Answer polls



See what others are saying & give feedback



... and see friendly competition via the Leaderboard

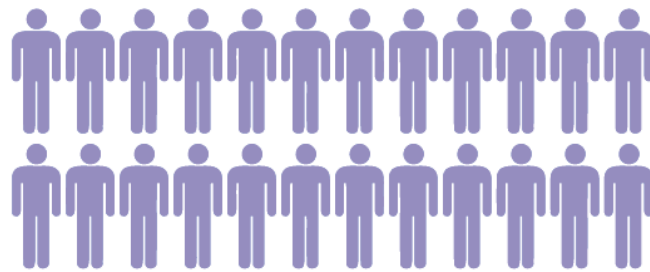


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Near Universal Adoption - Inside the Numbers

Total Active Users *

242



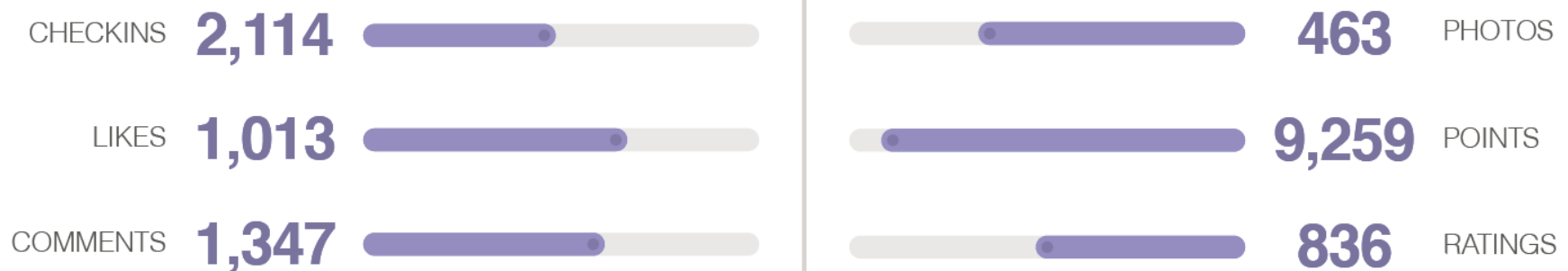
* A user is someone who has logged into the app or performed an action

Total Actions Performed

5,773 

Avg number of actions per user: 23.8

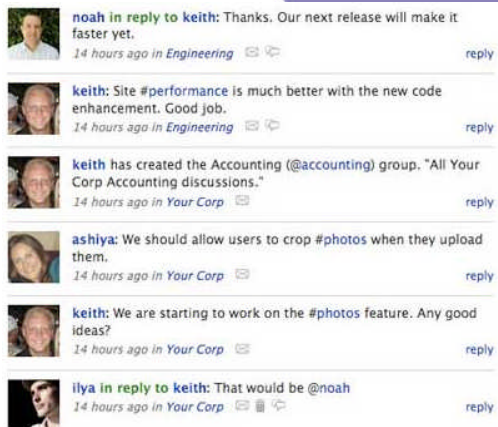
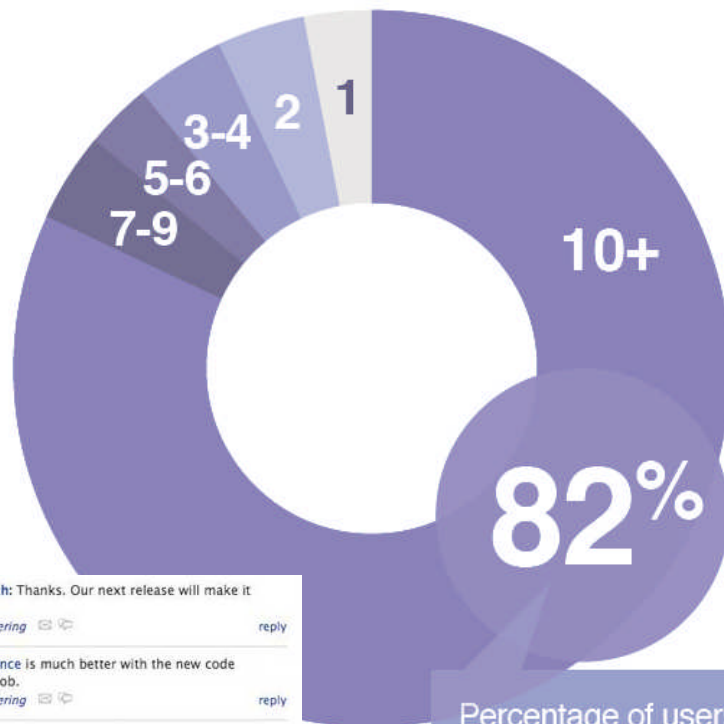
Summary



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Not Just Widespread Use – Widespread Engagement

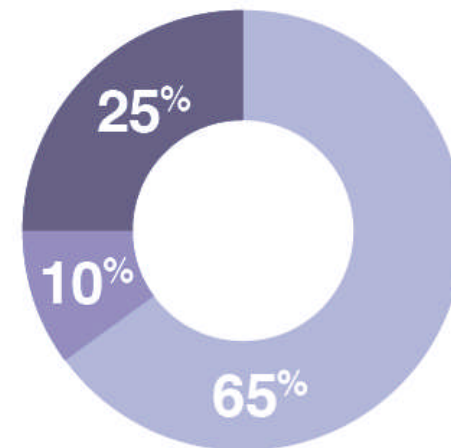
Sessions Per User




Percentage of users who showed **high engagement**, returning to the app over 10 times.

Rich and Engaging Dialogue

Device Breakdown



 iOS, **198 Devices**

 Android, **28 Devices**

 HTML5, **77 Devices**

Observations & Feedback

- ◆ Strong adoption, behaviors adapted quickly over the 2 days
- ◆ Leaderboard drove activity
- ◆ Agenda, speaker info, maps were helpful... but Dialogue/Engagement was most valuable (e.g.)
 - *Engagement around science*
 - *Engagement around meeting & speakers*
 - *Colleagues Asking for help*
 - *Connecting with colleagues*
 - *Recognition & liking*
- ◆ Some felt app was distracting / did not like it as only way to get agenda
- ◆ Support and marketing was important (pre event and during the event)
- ◆ Challenge - Continue the energy/conversation beyond the event



Wrap Up: High Level Collaboration “Take Aways”

1. **Enable the behaviors, not just the technology**
2. **Don't underestimate resources needed to roll out successfully**
3. **Executive sponsorship upfront**
4. **Standardize where possible...**
 - ◆ **Ensure consistent user experience**
 - ◆ **Address Information challenges upfront**
5. **Focus on...**
 - ◆ **High value collaboration opportunities**
 - ◆ **User engagement and change management strategies**
 - ◆ **Adoption with teams based on how they work, including implementing team norms**
 - ◆ **Break down silos, demand process & governance**
 - ◆ **Consider impact of mobile devices**
6. **Continue to learn... refine best practices based on real world experiences and from the industry**
 - ◆ **Explore innovative, synergistic capabilities**
 - ◆ **This space is rapidly changing**
7. **Go slow to go fast later**



Questions & Discussion



If you want to continue the conversation, please reach out to me

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