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The Collaboration Conundrum.

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Our research and development activities.

3rd
largest investor in R&D in the UK over past five years

3rd
largest fixed line telecoms R&D investor in the world over past five years

£502m
invested in R&D in 2014/15

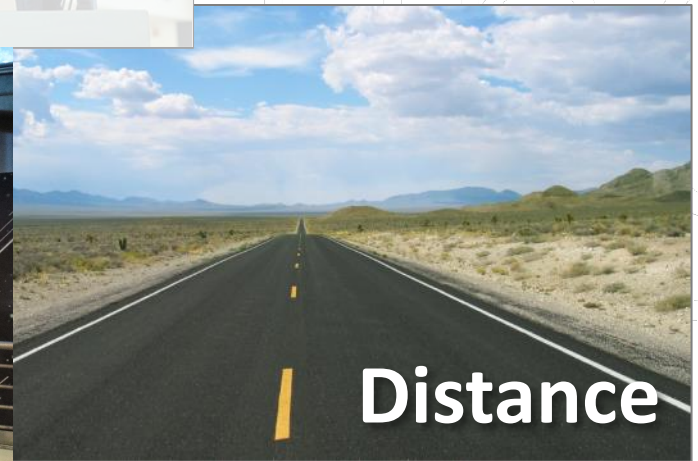**£2.8 billion**
spent on R&D over the last five years
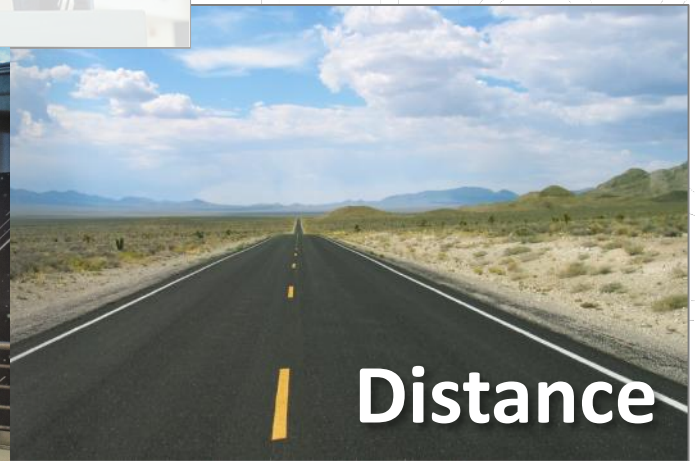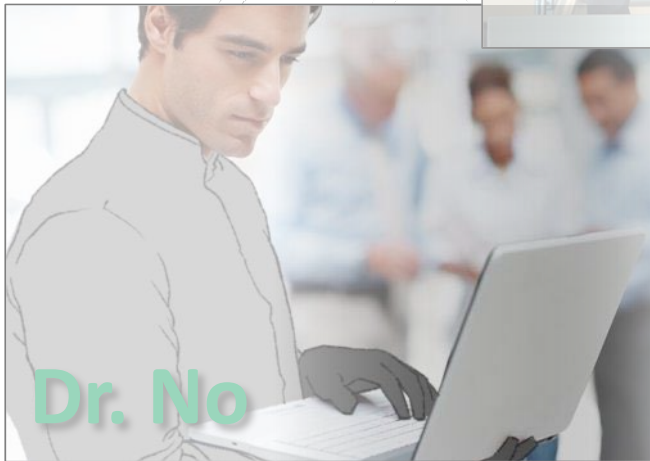
14,000
scientists and technologists employed worldwide

4560
patents in our portfolio

The 6 'D's' driving the future of work

Dilbert

Diversity

Dolly

Dr. No

Droids

Distance

The 6 'D's' driving the future of work

Too many cooks?
Is collaboration important?

94%* of high performing organisations instil a sense of **purpose** in their employees.

61%** believe that they collaborate more **now** than 5 years ago.

87%** believe collaboration is more important as **technology** changes the way we work.

60%** believe they perform better in a **team**.

32%** say they **don't need** to collaborate in their job.

74%** believe that employers should **promote collaboration** more.
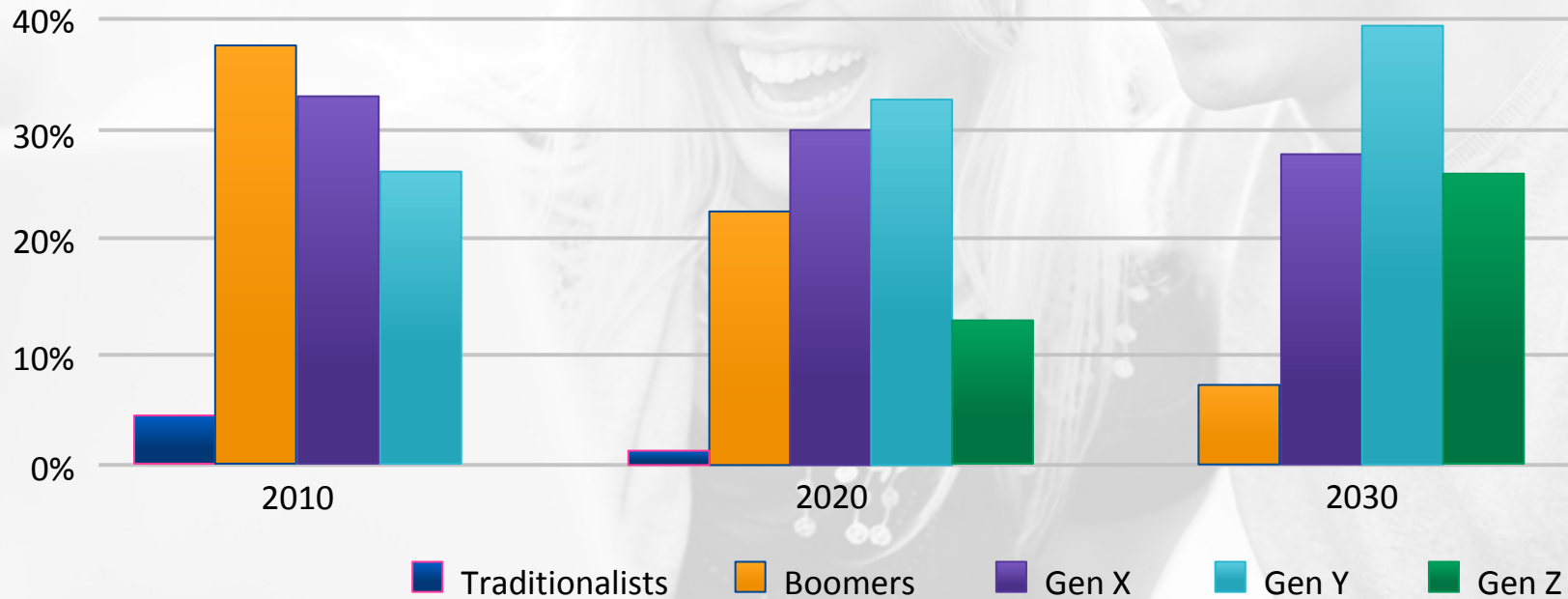
65%* of high performing companies **actively support** collaboration.

82%* of high performing companies provide **anytime/ anywhere** collaboration technologies.

59%* of high performing companies use **enterprise social networks**.

51%** said that collaboration was only valuable if **performance measures** rewarded it.
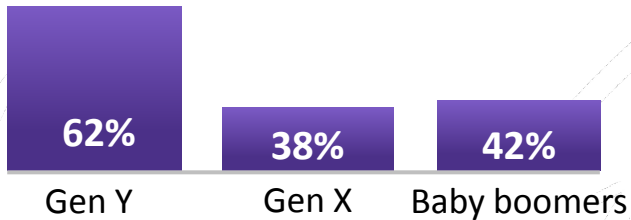
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The Rise of Diversity:
5 generations at work by 2020

Legend: Traditionalists · Boomers · Gen X · Gen Y · Gen Z

Chart axis: 0%, 10%, 20%, 30%, 40% — years 2010, 2020, 2030
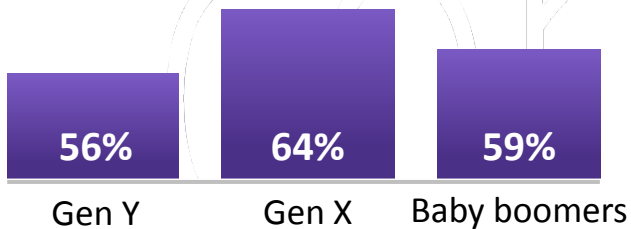
Source: London Business School, 2013

Diversity vs. Fragmentation

I am frustrated with the technology available at work

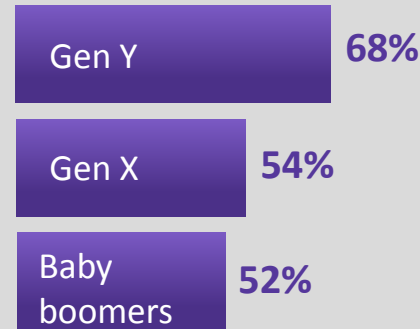| 62%	38%	42%
Gen Y	Gen X	Baby boomers

I don't mind working out of work hours if I can do my own thing during work hours

56%	64%	59%
Gen Y	Gen X	Baby boomers

Use IM at work:
Gen Y – **31%**
Gen X – **28%**
Baby boomers – **19%**

My day would be significantly more productive if there was better info sharing

Gen Y **68%**

Gen X **54%**

Baby boomers **52%**

"Although teams that are large, virtual, diverse, and composed of highly educated specialists are increasingly crucial with challenging projects, those same four characteristics make it hard for teams to get anything done. To put it another way, the qualities required for success are the same qualities that undermine success", Gratton & Erickson*.

Note: (Gen Y, 18-34), (Gen X, 35-50) and (Baby boomers 50+)

* Gratton, L. & Erickson, T.J. (2007), 8 Ways to Build Collaborative Teams, Harvard Business Review, November, 101-109.

Understanding Collaboration: social physics.

Digital connections
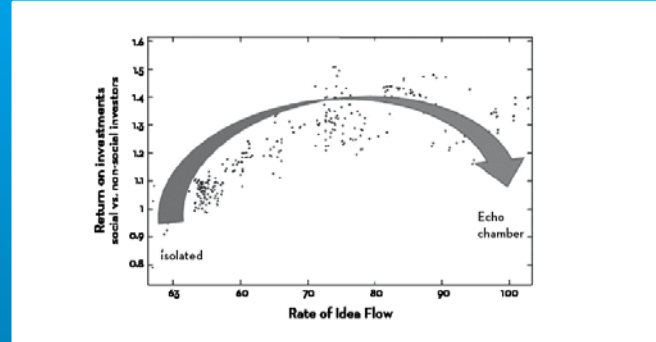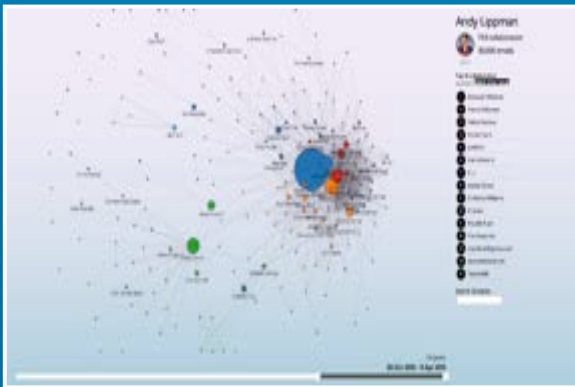
Collaboration: Trader performance vs. idea flow

Physical spaces: friends meet at a few meaningful places, strangers pass randomly

Thanks to Sandy Pentland, MIT

The death of Dilbert: balancing "we" & "me".

Communicate

Contemplate

Concentrate

Collaborate

SQUARE FEET PER WORKER **225** IN 2010
190 IN 2013
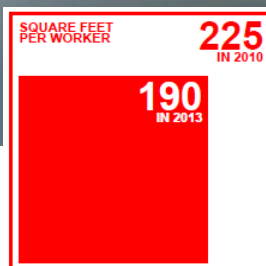
Socialising in the Office, working in the Cloud

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Hub/"Coffice" worker

Home worker

Activity based working

Virtualised working

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Dolly & Collaboration Overload:
"The problem of the future will not be that we cannot connect – it will be that we cannot disconnect", *Kevin Kelly, Wired.*

Control

Lack of recognition

Multitasking

Task Switching

Interruptions

No time to think!

Stress

Presenteeism

Only **1** in **4** of us are good at managing our personal networks up & down an organisation. FoW Consortium, London Business School, 2014.

20-35% of valued added collaboration comes from just 3-5% of employees*

* Cross, Rebele and Grant, Collaboration Overload, HBR, 2016.

The Death of Distance:
"Fast Trust" & our inner Neanderthal

Teams with pre-established relationships between **20-40%** of members had stronger networks & stronger collaboration from the beginning, *Gratton & Erickson*.*

The effects on behaviour are **4 times** more powerful when ties are strong than when they are weak, *Sandy Pentland**.*

Text

Audio

Video

Poor → Rich

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* Gratton, L. & Erickson, T.J. (2007), 8 Ways to Build Collaborative Teams, Harvard Business Review, November, 101-109.
** Pentland, A. (2013), Social Physics, Scribe Publications.

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From Command & Control to Connect & Collaborate:
The rise of the "charismatic connector".

Collaboration is a core competency: be social, define purpose, facilitate networking, develop trust, reward contribution, crowdsource ideas.

Cooperative Boundary Spanning Cluster

- Intergenerational Working
- Virtual Teams
- Collaborative Working
- Open Innovation
- Identify and Attract Global Talent
- Life Long Learning

Future Leadership Cluster

- Democratic Processes
- Ecosystem
- Leadership
- Creation of Meaning
- Networks
- Encouraging and Rewarding Collaborations

- Deep Skills Development
- Global Issues and Community
- Cross-functional Networks

Future Focused Capabilities Cluster

- Transformational Capabilities
- Values and Practices around Carbon Footprint
- Work|Life Balance

Job Design Cluster

- Enable Flexible Working
- Performance Management

"There is only an overlap of about **50%** between top collaborators & top performers. Individual performance tends to get recognised & rewarded more than collaboration behaviours in the majority of organisations"*

* Cross, Rebele and Grant, Collaboration Overload, HBR, 2016.

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If collaboration is so important: who owns it?

HR

Property

IT

Internal Comms

Marketing

Sales

Finance

?

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Thank you for collaborating!

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