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Bjørn Erik Munkvold

Implementing Collaboration Technologies in Industry

Case Examples and Lessons Learned

Springer

Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned

Kock, Ned

Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned:

Implementing Collaboration Technologies in Industry Bjorn E. Munkvold,2012-12-06 Collaboration technologies play a vital role in modern business by providing the infrastructure for key strategies such as collaborative commerce knowledge management process improvement virtual teamwork and e learning This book provides a wide ranging overview of current experiences from industry on the organisational implementation and use of these technologies It focuses on strategies for overcoming obstacles in the implementation process and measures that can be taken to enable effective use Among the key features are Overview of the current state of the area of collaboration technologies A review of empirical research and a taxonomy of implementation factors Six case studies covering different collaboration technologies and organisational settings Practical solutions and guidelines for the implementation team This book will be essential reading for project managers implementation team members and IT managers It will also be of interest to anyone researching or studying in relevant areas   *Linking Effectively: Learning Lessons from Successful Collaboration in Science and Technology* ,2002 This briefing seeks to answer three questions 1 Why study the subject of tonal government sponsored collaboration 2 What did we learn from the four case studies that gave an in depth look at the U S experience in sponsoring and participating in these programs and 3 Can these programs be evaluated and are they worth the extra effort that is required to initiate and sponsor them This briefing is organized to answer these questions as well as to raise points of discussion and debate among those interested in this subject It is presented in a format that draws lessons from the case studies and then presents key questions that emerged from the cases that can serve as a guide to others seeking to formulate similar collaborative programs The first section discusses the growing role that international collaboration is playing in science and technology S T Here we also discuss the case study methodology used for this study The second section presents a framework of   Implementing Collaboration Technologies in Industry Bjorn E Munkvold,S. Akselsen,R. P. Bostrom,2003-01-01   **Collaborative Technologies and Organizational Learning** Robert E. Neilson,1997-01-01 This book takes a look at basic organizational learning and relates it to the implementation of a specific collaborative technology Lotus Notes It poses several practice prescriptions for those interested in installing or using Lotus Notes to leverage the intellectual capital already existing within an organization   **How Patterns of Computer-supported Collaboration Impact Technology Appropriation, Learning, and Performance** Heidy Maldonado,2016 Computer supported collaboration is critical to success in today s work force particularly for the STEM fields Science Technology Engineering and Math In these fields technology is the medium for collaboration and increasingly computer supported collaboration is critical to educational success as well Collaborative projects have multiplied across all educational levels in the STEM disciplines spurred on by the National Science Foundation s call for their inclusion 1996 and industry demands for graduates that are able to innovate and work effectively in teams Yet while courses require students to work together in order to complete

course requirements few courses if any teach students the basics of successful collaboration The lack of practical education on collaborative practices is partially due to the fact that collaboration is challenging to achieve It is very easy for an activity designed to promote collaborative learning to be devolved implemented or interpreted by the participants as competitive coercive or merely cooperative As challenging as collaboration is to achieve it is even more challenging to research The factors that contribute to successful group work and that impact collaborative learning are not well understood especially with respect to each other Researchers have attempted to elucidate how different factors impact learning and collaboration yet under represented research areas hold the potential to greatly improve collaborative practice particularly in the domains of computer supported collaborative work and collaborative learning Existing research has focused on collaborations between pairs of students completing workbook problems together under laboratory conditions Generalizing these results to real world group collaborations is challenging as relationship complexity grows exponentially with group size Widening the problem space from the constrained problems with a small set of possible solutions to ill defined real world problems is similarly daunting However these are precisely the type of challenging problems where research findings would have the most practical impact helping guide both the group composition and collaborative processes of key decision makers in high stakes wicked problems across fields of expertise We need to understand what factors impact collaboration and learning in these real world technology mediated contexts to increase the productivity and satisfaction of collaborations at work and school to lessen the frustrations of students and professionals and to maximize learning This dissertation analyzes patterns of use of collaborative technologies to identify factors impacting the success or failure of real world teamwork The three articles presented here contribute to the collaboration research canon through robust mixed methods real world collaboration studies By identifying the factors responsible for the largest impact on the group s performance and the individual student s learning this dissertation also informs the design of collaboration technology including individual and awareness applications Each of the three articles in this dissertation studies groups of students collaborating through and with technology attempting to solve real world wicked problems outside laboratories and traditional classrooms The data are drawn from two different educational contexts a Human Computer Interaction HCI Design course in a major university in the United States and a middle school science course While there is a difference in academic content and age of the participants the salient features of the collaborative learning under analysis remains constant across all three articles as does the larger defining goal of identifying factors that impact real world teamwork The commonalities shared across the articles include first the Activity Theory framework that guided the formulation of the research questions The second commonality is the mediating technology that the student participants collaborated with and through And lastly all three articles are based on data drawn from real world activities in terms of the geographical locations where the team carries out their tasks and in terms of the definition of the problems the participants solve In each article students collaborate in groups of four with a

digital pen and augmented paper system with the goal of completing a project they formulate themselves The problems tackled by student teams in both educational contexts are designed to be open ended in terms of their solution and in the process by which students arrive at that solution In terms of the theoretical contributions of this dissertation each of the articles identifies factors that impact computer supported collaboration and learning leading the teams towards success or failure In terms of practical contributions the findings presented in this dissertation guide anyone desiring to improve any collaboration and those seeking to design systems that support collaboration towards identifying which factors to prioritize for successful outcomes The first article How do different roles impact individual performance determined that prior friendship among teammates significantly impacts the group s outcomes in a negative way In fact prior friendship impacts group performance more than other known predictors including group cohesion and skill complementarity The second article How do collaborative processes impact technology appropriation and team performance identifies detrimental patterns of creating and sharing within groups The article s analysis links these patterns of use of the collaborative technology to traditional group problems particularly the problem of social loafing Lastly the How do different roles impact individual performance article evaluates the ways in which different technologies mediate learning during the collaboration This dissertation also contributes to the design of collaborative technologies through an additional dimension The analysis presented through the articles in this dissertation demonstrates how to distill collaborative signals about the team as they carry out their project tasks For example by linking the group members speech patterns to their learning outcomes the How do different roles impact individual performance article suggests how dynamic signals may be visualized to let educators and students change their behavior accordingly And the How do collaborative processes impact technology appropriation and team performance suggests that visualizing patterns of creation and sharing of content would lead groups to change their behavior and improve their collaborative processes and outcomes While the technology featured in this dissertation may not always be readily available the patterns of collaboration discovered through the analyses presented in these articles will remain relevant for any technology that supports creation and sharing of content such as internet connected laptops These patterns of collaboration if presented to the group and individual students hold the potential to motivate behavior changes improving individual learning group performance and satisfaction   *Collaboration 2.0* David Coleman,Stewart Levine,2008

E-Collaboration Technologies and Strategies for Competitive Advantage Amid Challenging Times Zhao, Jingyuan,Richards, Joseph,2021-06-11 E collaboration is a tool that breaks the boundaries of activities within and between organizations E collaboration technologies are making it easier than ever for people to work together no matter where they happen to be Succeeding with collaboration at a level where it represents a competitive advantage requires a broad approach Internal social networks can circumvent bureaucratic boundaries and facilitate information sharing activities among individuals across hierarchies and divisions or departments This allows organizations to acquire resources or

competencies from external sources that otherwise would be difficult or expensive to access Accordingly organizations focus more on their own areas of competence and gain a competitive advantage by acquiring richer content and better solutions in a creative and cost effective way Challenging times can provide new opportunities that need to be detected at the right time There must be many other sources of competitive advantages which should support the main source of competitive value Competitive advantage may be gained if the organization is able to find sources of competitive advantage in time of economic crises Organizations have rapidly deployed technology solutions such as collaboration tools and cloud computing which enable their employees to work remotely and continue these organizational operations especially during times of crisis E Collaboration Technologies and Strategies for Competitive Advantage Amid Challenging Times focuses on e collaboration technologies strategies and solutions from a perspective of organizational competitive advantage including e collaboration technologies situation and solutions innovation systems competition and strategies marketing and growth capabilities The book presents a full understanding on e collaboration technologies strategies and solutions in organizations and provides insight for how to develop e collaboration technologies strategies and solutions more generally so as to simultaneously leverage potential benefit and guard against potential risk promoting organizational competitive advantage amid challenging times This book is ideally intended for policymakers government officials corporate heads of firms managers managing directors practitioners researchers academicians and students seeking information on the e collaboration technologies being employed in businesses in times of crisis **E-Collaboration: Concepts, Methodologies, Tools, and Applications** Kock, Ned,2009-05-31 This set addresses a range of e collaboration topics through advanced research chapters authored by an international partnership of field experts Provided by publisher **Collaboration Technologies and Social Computing** Davinia Hernández-Leo,Reiko Hishiyama,Gustavo Zurita,Benjamin Weyers,Alexander Nolte,Hiroaki Ogata,2021-08-25 This volume constitutes the proceedings of the 27th International Conference on Collaboration Technologies and Social Computing CollabTech 2021 held August September 2021 Due to VOVID 19 pandemic is was held virtually The 5 full and 4 work in process papers presented in this volume were carefully reviewed and selected from 19 submissions The papers focus on innovative technical human and organizational approaches to expand collaboration support including computer science management science design science cognitive and social science <u>Collaborate to Compete</u> Robert K. Logan,Louis W. Stokes,2004 Collaborate or die Knowledge has become the new source of wealth and the co creation and sharing of knowledge through collaboration the key to the success of today s organization Collaboration is everyone s business and every business s concern Unfortunately the mindset of most business people is not one of cooperation but of competition Collaborate to Compete offers a practical applied approach to fostering a spirit of cooperation not just within an organization but also with suppliers customers and even competitors to gain a competitive advantage Many knowledge management initiatives and approaches have failed in their attempt to harness and share the knowledge resident in organizations because

they focus on technology systems and the valuation of intellectual property but often neglect the human side Collaborate to Compete goes beyond the traditional technological approaches of knowledge management systems to address the human challenges as well as the psychological cultural and organizational barriers to employees suppliers and customers actually using these systems Collaborate to Compete Shows how to create an atmosphere of trust teamwork and collaboration and the promotion of emotional intelligence Offers practical tools processes and exercises that are helpful in developing a culture of collaboration Introduces a unique assessment instrument the Collaboration Quotient that measures the readiness of individuals and of their organization to collaborate It is also used to monitor the organization s progress in developing collaboration Provides a detailed design for a practical and effective Internet based knowledge network that facilitates knowledge sharing and co creation Includes comprehensive coverage on how to transform a command and control organization into a collaborative one how to measure maintain and increase collaboration how to identify and eliminate the systems and processes that hinder collaboration how to reward and encourage collaboration and much more Features examples and case studies that provide a blueprint for implementation including organizations such as Documentum Hill Knowlton Intel Northrop Grumman Open Text Siemens Turner Construction Vignette and others **Handbook of Research on Electronic Collaboration and Organizational Synergy** Salmons, Janet,Wilson, Lynn,2008-11-30 Offers exhaustive research on collaborations in education business and the government and social sectors **Collaboration in the Digital Age** Kai Riemer,Stefan Schellhammer,Michaela Meinert,2018-07-20 This book examines how digital technologies enable collaboration as a way for individuals teams and businesses to connect create value and harness new opportunities Digital technologies have brought the world closer together but also created new barriers and divides While it is now possible to connect almost instantly and seamlessly across the globe collaboration comes at a cost it requires new skills and hidden collaboration work and the need to renegotiate the fair distribution of value in multi stakeholder network arrangements Presenting state of the art research case studies and leading voices in the field the book provides academics and professionals with insights into the diverse powers of collaboration in the digital age spanning collaboration among professionals organisations and consumers It brings together contributions from scholars interested in the collaboration of teams cooperatives projects and new cooperative systems covering a range of sectors from the sharing economy health care large project businesses to public sector collaboration Handbook of Research on Technologies and Systems for E-Collaboration During Global Crises Zhao, Jingyuan,Kumar, V. Vinoth,2022-04-08 Necessity is the mother of invention challenging times can provide new opportunities that must be detected and exploited at the right moments The COVID 19 pandemic has demonstrated that it is not only an issue of healthcare but also a challenge for the global economy business and society Organizations have rapidly deployed technology solutions that enable them to work and service remotely and continue most of their normal operations The Handbook of Research on Technologies and Systems for E Collaboration During

Global Crises focuses on emerging technologies and systems strategies and solutions for e collaboration This book assesses the importance of technologies and systems for e collaboration in dealing with emerging crises such as pandemics Covering topics such as deep learning processes machine vision and profit sharing models it is an essential resource for computer scientists public officials engineers students and professors of higher education healthcare administration programmers researchers and academicians **Interdisciplinary Applications of Electronic Collaboration Approaches and Technologies** Kock, Ned,2012-08-31 With the advent and advancement of E Collaboration tools our way of social interaction and online social behavior has altered drastically With new ways of communicating and working together we must understand how this affects human behavior Interdisciplinary Applications of Electronic Collaboration Approaches and Technologies addresses the design and implementation of e collaboration technologies assesses its behavioral impact on individuals and groups and presents theoretical considerations on links between the use of e collaboration technologies and behavioral patterns An innovative collection of the latest research findings this book covers significant topics such as Web based chat tools Web based asynchronous conferencing tools e mail listservs and many others perfect for academics researchers and professionals alike **Implementation of Collaborative Technologies as a Learning Process** Tatyana Vladimirovna Bondarouk,Nicolaas Sikkel,2001 **Cultural, Behavioral, and Social Considerations in Electronic Collaboration** Ayse Kok,Hyunkyung Lee,2016 This book presents the latest scholarly research on the design and implementation of e collaboration technology in workplace settings featuring extensive coverage on a range of topics relating to the benefits and challenges of these tools **Toward an Understanding of Organizational Learning and Collaborative Technology** Carol Kleeman Gorelick,2000 Collaboration Technologies A Complete Guide - 2019 Edition Gerardus Blokdyk,2019-07-22 How do you think the partners involved in Collaboration Technologies would have defined success Among the Collaboration Technologies product and service cost to be estimated which is considered hardest to estimate How do you verify performance Who is involved with workflow mapping Do several people in different organizational units assist with the Collaboration Technologies process Defining designing creating and implementing a process to solve a challenge or meet an objective is the most valuable role In EVERY group company organization and department Unless you are talking a one time single use project there should be a process Whether that process is managed and implemented by humans AI or a combination of the two it needs to be designed by someone with a complex enough perspective to ask the right questions Someone capable of asking the right questions and step back and say What are we really trying to accomplish here And is there a different way to look at it This Self Assessment empowers people to do just that whether their title is entrepreneur manager consultant Vice President CxO etc they are the people who rule the future They are the person who asks the right questions to make Collaboration Technologies investments work better This Collaboration Technologies All Inclusive Self Assessment enables You to be that person All the tools you need to an in depth

Collaboration Technologies Self Assessment Featuring 926 new and updated case based questions organized into seven core areas of process design this Self Assessment will help you identify areas in which Collaboration Technologies improvements can be made In using the questions you will be better able to diagnose Collaboration Technologies projects initiatives organizations businesses and processes using accepted diagnostic standards and practices implement evidence based best practice strategies aligned with overall goals integrate recent advances in Collaboration Technologies and process design strategies into practice according to best practice guidelines Using a Self Assessment tool known as the Collaboration Technologies Scorecard you will develop a clear picture of which Collaboration Technologies areas need attention Your purchase includes access details to the Collaboration Technologies self assessment dashboard download which gives you your dynamically prioritized projects ready tool and shows your organization exactly what to do next You will receive the following contents with New and Updated specific criteria The latest quick edition of the book in PDF The latest complete edition of the book in PDF which criteria correspond to the criteria in The Self Assessment Excel Dashboard Example pre filled Self Assessment Excel Dashboard to get familiar with results generation In depth and specific Collaboration Technologies Checklists Project management checklists and templates to assist with implementation INCLUDES LIFETIME SELF ASSESSMENT UPDATES Every self assessment comes with Lifetime Updates and Lifetime Free Updated Books Lifetime Updates is an industry first feature which allows you to receive verified self assessment updates ensuring you always have the most accurate information at your fingertips   *Collaboration in the Telecommunications Industry* William McKechnie,2009 It is argued that for organisations to truly achieve high and consistent levels of performance in their dealings with other firms they must move from contract based models predicated on the pursuit of cost efficiencies and the exploitation of bargaining power to more collaborative or partner based models These new exchange relationships pursue greater organisational value through the development of cooperative working practices and the nurturing of trusted relationships It is proposed that this type of approach to other firms can reduce transaction costs and increase productivity as well as improve innovation and learning which it is further argued is more important than contract and cost efficiencies in creating sustainable competitive advantage in a dynamic and uncertain environment This study examines inter firm relationships from a practitioner s perspective The goals of the study were to develop the author s knowledge of collaborations to assist in his role as Account Director for a major Network Systems Integrator and to add to the academic research on inter firm collaboration This thesis documents the findings from the study It examines the collaborative literature and introduces an integrated model of academic research and theoretical principles which collectively are proposed to predict successful collaborations The thesis charts a case study of an inter firm relationship in the UK telecommunications sector over 8 years recording and analysing the main purchasing and collaborative episodes over that period and providing a unique insight into the dynamics of an inter firm relationship in a highly competitive and highly uncertain industry The thesis

includes a significant examination of the literature on research methods and services science The services science review was conducted through a collaborative lens with the literature analysed in terms of its contribution to collaboration theory and practice The findings from the study illustrate that the literature on alliances and collaborations is extremely fragmented with no universal theory to guide the practitioner A pervasive theme from the literature was that firms in a highly competitive and uncertain environment are more likely to seek value through collaborations The study examines the extent to which a collaborative approach is being pursued in the case of a firm in the UK telecommunications sector The case investigates the veracity of the literature and highlights the practical challenges associated with creating value through collaborative initiatives The findings indicate that inter firm relationships are extremely complex economic social and political arrangements requiring significant management effort and consequently attracting significant costs The case charts the evolution of a relationship from a traditional customer supplier exchange model to a more complex arrangement characterised by portfolio relationships and competitive collaborations underpinned by reciprocity Creating collaborative value in this environment is subject to successfully navigating an array of organisational and cultural barriers significantly under represented in the literature with exchange behaviours relating to lack of leadership moral hazard opportunism hold up and competitive learning being at the core In the case examined these behaviours existed within a culture of institutionalised antipathy towards outside firms which ultimately led to the failure of their collaborative initiatives The implications of this study are significant The economies of the future are projected to be predominantly knowledge based and services led Industrial and state competition is predicted to be founded on knowledge management and services innovation The unit of management for this innovation is said to be the service system as opposed to the firm Services systems are conceptualised as complex networks of firms capabilities processes and technologies which are predicated on knowledge collaborations and effective service exchanges The dominant industrial and academic approaches to explaining and directing management practice in these services collaborations assume an open and productive flow of knowledge across firm and state boundaries The stated pre requisite for a firm operating in this environment is that it possesses a collaborative capability i e the ability to work effectively with other firms in a culture of openness and honesty A capability and culture not found to be prevalent in this study However despite the challenges found in case study the researcher s closing argument is simple When competitive performance depends on the firm s relationships with other firms managers need to pay attention to the following sets of actions 1 Building a collaborative intent with the business i e educating stakeholders on the value of collaboration in the context of their business goals and gaining senior management sponsorship and commitment to the process 2 Developing a collaborative architecture i e a structure team or function within the firm which has responsibility for activities at the boundary of the organisation and which is tasked with setting collaborative goals and strategies 3 Identifying and crafting collaborative arrangements with other firms that support the firm s strategy i e firm selection ensuring

collaborative fit and developing value propositions in the context of the industry segment 4 Managing collaborations i e operationalising the relationship setting joint goals activities and measures building relationships and making joint decisions and 5 building the appropriate levels of collaborative capital that energise the flow of resources and knowledge across the firm boundaries and create organisational and collaborative value These activities are proposed to help build a collaborative capability Although the findings of this study indicate that the development of this capability and the management of a collaborative environment is a significant challenge and one that potentially requires significant commitment and change on the part of participating firms in order to have any real probability of success

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Table of Contents Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned

1. Understanding the eBook Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
   - The Rise of Digital Reading Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
   - Advantages of eBooks Over Traditional Books
2. Identifying Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
   - Exploring Different Genres
   - Considering Fiction vs. Non-Fiction
   - Determining Your Reading Goals
3. Choosing the Right eBook Platform

- Popular eBook Platforms
- Features to Look for in an Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
- User-Friendly Interface
4. Exploring eBook Recommendations from Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
    - Personalized Recommendations
    - Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned User Reviews and Ratings
    - Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned and Bestseller Lists
5. Accessing Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned Free and Paid eBooks
    - Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned Public Domain eBooks
    - Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned eBook Subscription Services
    - Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned Budget-Friendly Options
6. Navigating Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned eBook Formats
    - ePub, PDF, MOBI, and More
    - Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned Compatibility with Devices
    - Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned Enhanced eBook Features
7. Enhancing Your Reading Experience
    - Adjustable Fonts and Text Sizes of Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
    - Highlighting and Note-Taking Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
    - Interactive Elements Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
8. Staying Engaged with Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned

- Joining Online Reading Communities
- Participating in Virtual Book Clubs
- Following Authors and Publishers Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
9. Balancing eBooks and Physical Books Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
    - Benefits of a Digital Library
    - Creating a Diverse Reading Collection Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
10. Overcoming Reading Challenges
    - Dealing with Digital Eye Strain
    - Minimizing Distractions
    - Managing Screen Time
11. Cultivating a Reading Routine Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
    - Setting Reading Goals Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
    - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
    - Fact-Checking eBook Content of Implementing Collaboration Technologies In Industry Case Examples And Lebons Learned
    - Distinguishing Credible Sources
13. Promoting Lifelong Learning
    - Utilizing eBooks for Skill Development
    - Exploring Educational eBooks
14. Embracing eBook Trends
    - Integration of Multimedia Elements
    - Interactive and Gamified eBooks

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