

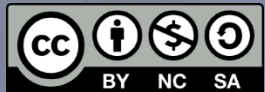


The DNA of Collaboration

IP3.0: Unlocking the Value of Good Ideas

SLA CID Webinar | December 16, 2014

#ip30 cc: #slacid #scip #innovation #cdna



Except where noted by © copyright, this content may be used with attribution to author, without commercial re-use and limited to share-alike licensing

Chris Jones

@SourcePOV

Consulting in Technology & Organization Change

Charlotte, NC



Introductions

who's here?

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 2



Thanks to our Host &
today's Sponsor for bringing
us together.

Chris Jones

Guest Speaker - Charlotte, NC

Author; Consultant in Technology & Organization Change

Participants

from domains of Library Sciences, Competitive Intelligence, KM, Innovation

Learning Objectives

Key trends in IP & KM

Accelerating collaboration

Understanding “solution language”

AGENDA

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 3

Baseline **:10**

The Value of Good Ideas **:30**

Evolution of Ideas

[IP1.0 Ideas as Property](#) | [IP2.0 Commons Era](#) | [IP3.0 Possibilities](#)

Evolution of Markets

IP3 Building Blocks (for a Knowledge Economy)

[Culture](#) | [Trust](#) | [Intention](#) | [Structure & Flow](#) | [Diverse Roles](#)

IP3 Solution Language

Can KM Play?

[Historical Challenges](#) | [KM Evolution](#)

Synthesis **:20**

Can We Change the Rules?

[Actions](#) | [Ideas](#) | [Q&A](#) | [Resources](#)

Baseline

some background framing

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 4



Blog post link

<http://collaborationdna.com/2014/12/07/ip30-value-of-good-ideas>

“Good ideas: the fabric of creativity and innovation”

some highlights:

- Three eras of IP – past, present and future
- Evolution, from Jefferson to Steven B. Johnson (or full circle?)
- Five forces
- KM challenges & opportunities
- Building blocks

Baseline

working definitions

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 5

Intellectual Property

Legal framework to assign ownership rights to creators of content (aka ideas) in the arts & sciences

Competitive Intelligence

Research discipline associated with locating relevant ideas in the market to enhance stakeholder value (e.g. competitive advantage)

Knowledge Management

Business discipline promoting the study, development and reuse of ideas in an organization

*“The limits of my
language (are) the
limits of my world.”
- L. Wittgenstein*

Baseline

working .. to connect the dots ..

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 6

Intellectual Property

Legal framework to assign ownership rights to creators of content (aka **ideas**) in the arts & sciences

Competitive Intelligence

Research discipline associated with locating relevant **ideas** in the market to enhance stakeholder value (e.g. competitive advantage)

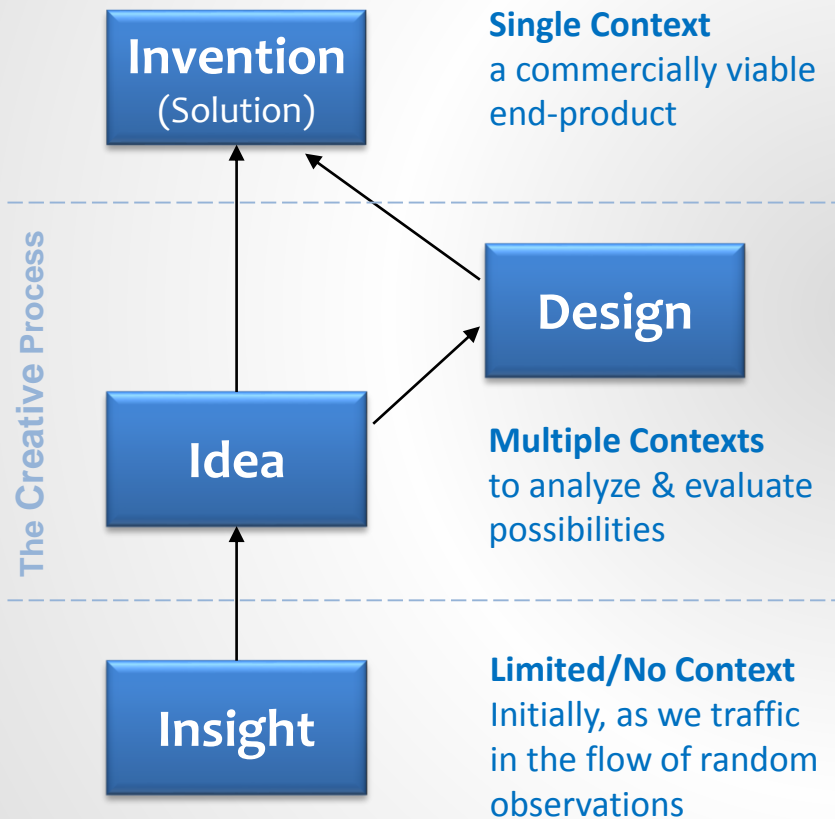
Knowledge Management

Business discipline promoting the study, development and reuse of **ideas** in an organization

*“The limits of my
language (are) the
limits of my world.”
- L. Wittgenstein*

Baseline

.. aided by a visual version



A picture* and some thoughts on the creative process

Inventions evolve from humble beginnings

- Insight as raw material
- Idea as an insight developed and evaluated in multiple contexts; a working abstraction
- Design as generalization, how might the idea work?
- Invention: the final commercial solution

Adapted from: Taxonomy of Collaboration Outcomes

* from The DNA of Collaboration © 2012

Evolutionary Forces



IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 8

Evolution of Ideas

IP1.0 Ideas as Property (Control)

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 9

In Historical Perspective

- Legal underpinnings first appeared and developed in 16th-17th century England
- Built on natural rights principles of John Locke
- Included in the U.S. Constitution
- Jefferson offered alternative views (to no avail)
- Further evolved in the 19th century
- Commonplace globally in the 20th

U.S. Constitution

Article 1, Sec. 8.

Congress shall have the power to .. promote the progress of science and useful arts, by securing for limited times to authors and inventors the exclusive right to their respective writings and discoveries;

Thomas Jefferson

Letter to Isaac McPherson Aug. 1813

- *Stable ownership is the gift of social law, and is given late in the progress of society.*
- *If nature has made any one thing less susceptible than all others of exclusive property, it is the action of the thinking power called an idea ..*
- ***He who lights his taper at mine, receives light without darkening me.***
- *That ideas should freely spread from one to another over the globe, for the moral and mutual instruction of man .. seems to have been .. designed by nature, like fire, expansible over all space ..*

Evolution of Ideas

IP1.0 Ideas as Property (Control)

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 10

In Practice

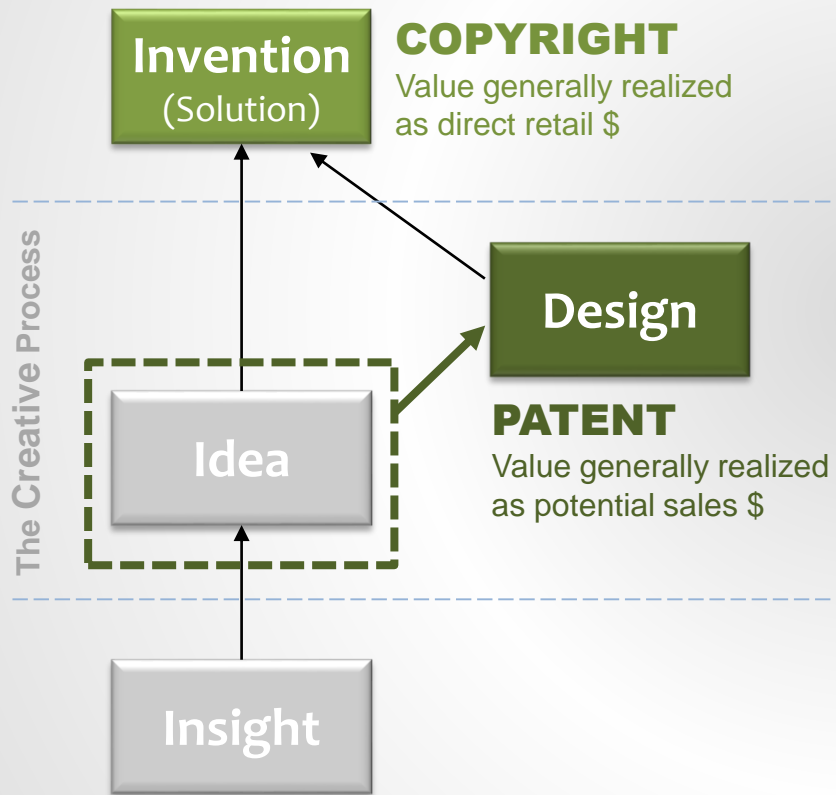
- Seeks to protect financial stake of content creator
- Creates a virtual monopoly for a limited period, as incentive to invest
- 4 commercial examples

Commercial IP Type	Period of Protection	Nature of Protection	Domain of Usage	Conventional Concerns	New Thinking
Patent	17 years	Exclusive right to use design	Manufacturing Pharma	Period too short to cover high R&D costs	Are we stranding our best ideas?
Copyright	70 years + author's life	Exclusive right to copy	Authors Artists	Period too long	
Trademark	perpetual	Exclusive right to use	Corporate Brands	Ability to mimic	
Trade Secret	perpetual	Anti-theft	Corporations	Ability to identify / label	

Evolution of Ideas

IP1.0 Ideas as Property (Control)

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 11



Our IP picture, updated in the property context

Value implied at different stages of development

- Tangible (financial) value applied at different stages of development
- Ideas in the pipeline linked to potential patents are closely controlled
- Upstream insights generally ignored

Adapted from: Taxonomy of Collaboration Outcomes

* from The DNA of Collaboration © 2012

Evolution of Ideas

IP2.0 Commons Era (Intent to Share)


IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 12

General Approach

- Promotes culture for sharing and “mash-up”
- Introduces alternative license structures to promote sharing

Puts & Takes

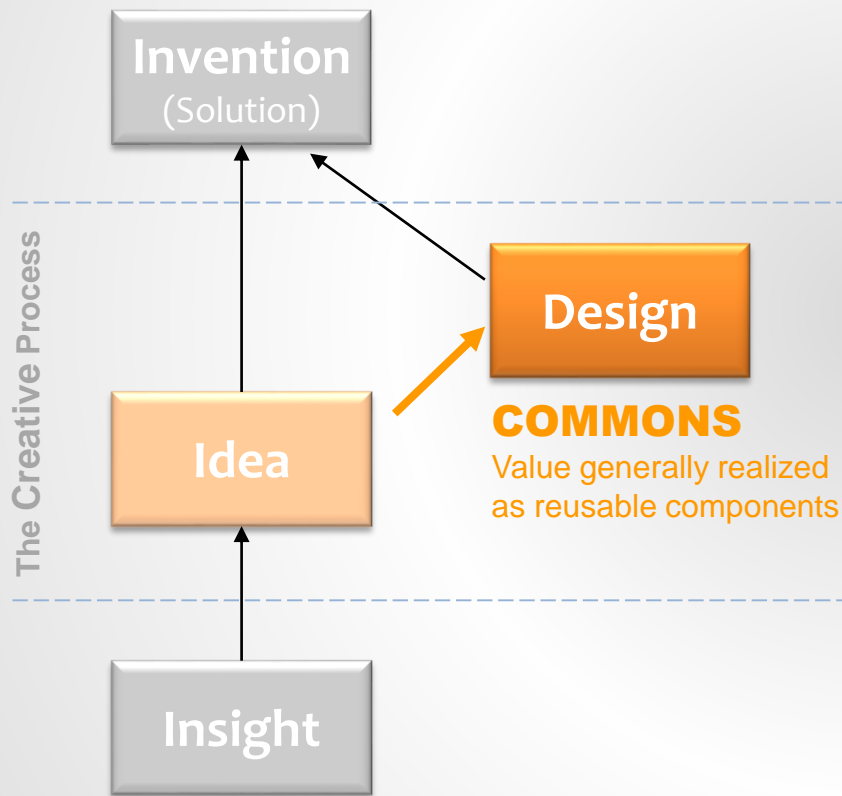
- Momentum evident in key areas

Notable Initiatives	Approach	Examples of Usage	From	Concerns to Date
Creative Commons	License to share	 creative commons	2001	Still changing Lack of governance
Social Networks	Shared content	Wikipedia, WordPress Flickr	2006	Loss of attribution (who originally wrote this?)
Software	Sharable software OS & routines	GNU/Linux, Apache, BSD OSi, FSF	1985	Availability of support Legal enforcement
High Cost Research	Shared research results	Human Genome Project	1990	

Evolution of Ideas

IP2.0 Commons Era (Intent to Share)

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 13



Our IP picture, now in the context of the commons

Once again, value is recognized at differing stages

- Reusable components are most commonly recognized and useful at the Design stage
- Ideas are often abstract, and difficult to quantify or capture, even if to be “given away”
- Copyright continues to provide the basis for sharing e.g. “some rights reserved”
- Upstream insights continue to be ignored

Adapted from: Taxonomy of Collaboration Outcomes

* from The DNA of Collaboration © 2012

Evolution of Ideas

IP3.0 Possibilities (Collaboration)

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 14

Framing the Future

- Market Integration – redefining commercial competition in segments that do not require it
- Public-Private Partnerships, Consortiums – creating ecosystems spawning common ground for innovation, for mutual benefit (OSi, HGP)
- Commons Era Successful, and Expanding – stabilizing & refining; adapting
- Smaller Scale – embracing agility over critical mass

Collaborative Networks

- Blogging Community – venue for exchange of ideas
- Twitter – venue for exchange of insights (and ideas, via links)

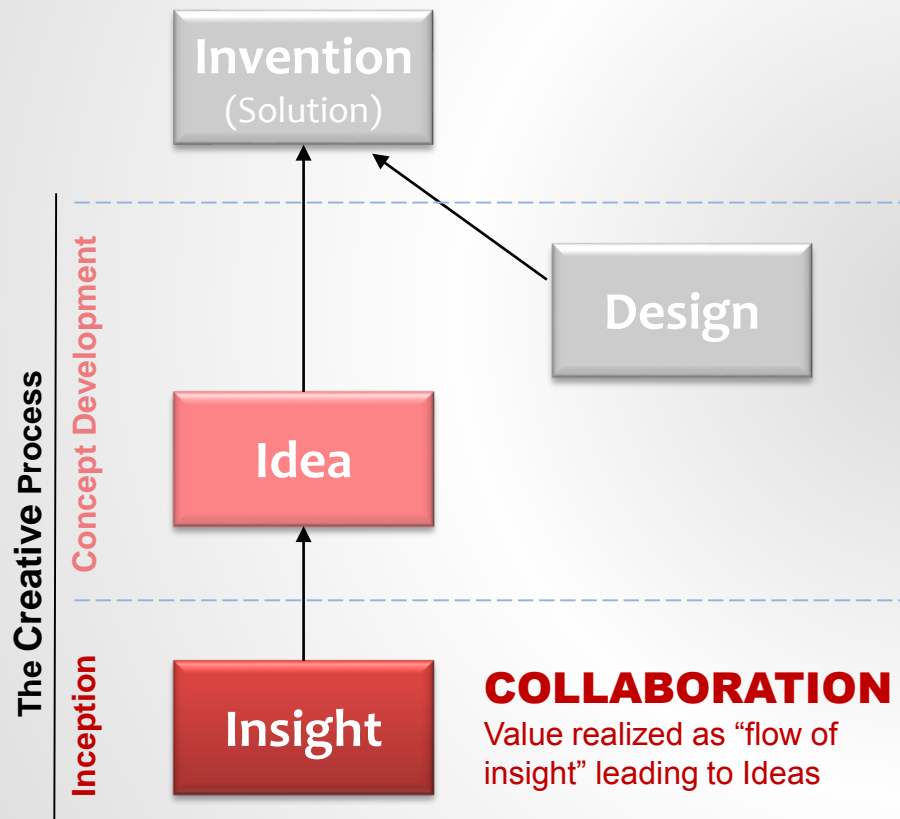
Toward a Knowledge Economy

- Trading of Insights & Ideas – redefining value; creation of knowledge markets
- Insights as Currency – new measures of value, mechanisms to transact

Evolution of Ideas

IP3.0 Possibilities (Collaboration)

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 15



Our IP picture, updated in the collaborative context

Value delivered at the earliest stages of development

- Moving the creative process upstream
- Acknowledging where true exchange of knowledge takes place (people working together)
- While difficult to monetize, gains are real, intuitive, and often rapid

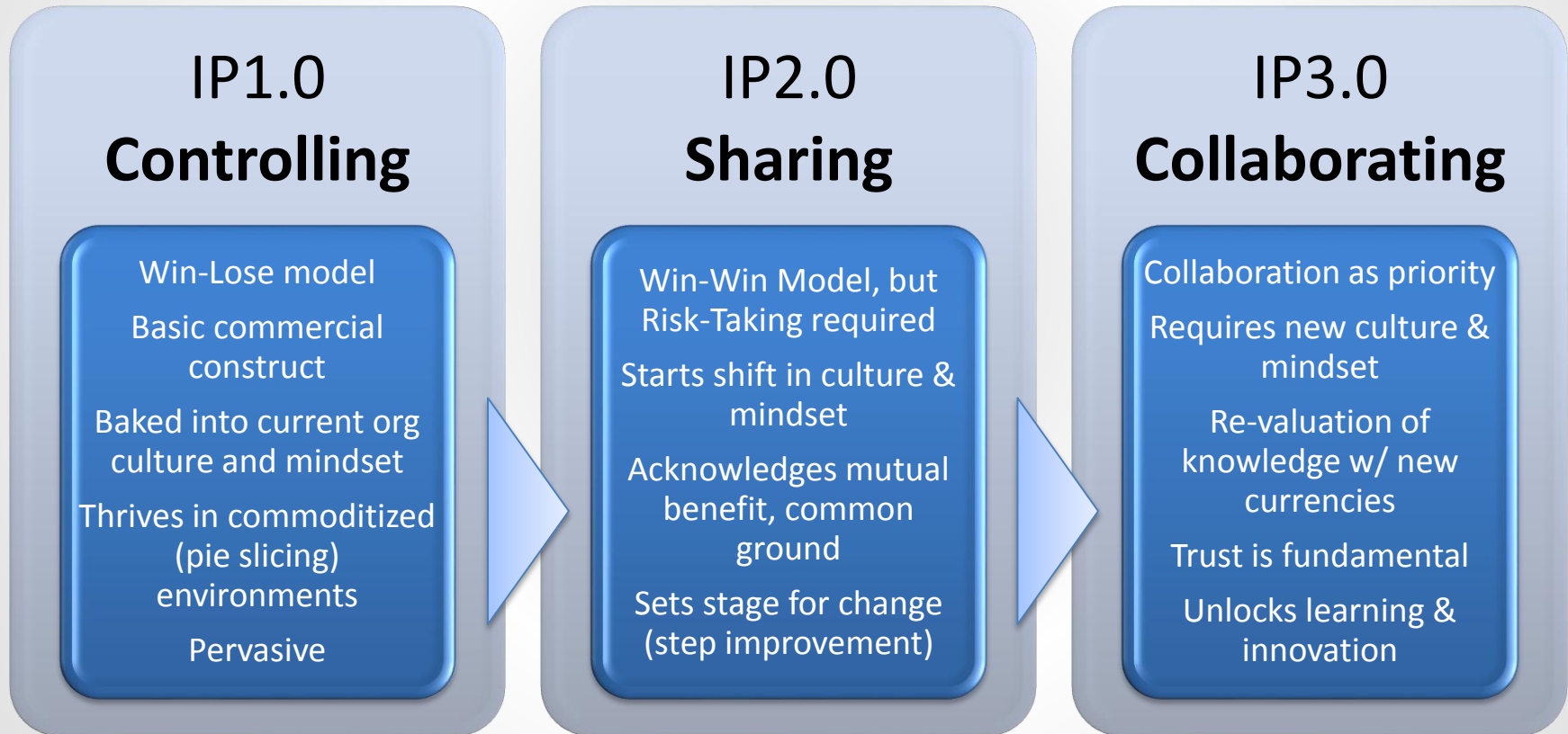
Adapted from: Taxonomy of Collaboration Outcomes

* from The DNA of Collaboration © 2012

Evolution of Ideas

IP trends show fundamental shifts

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 16



Evolution of Markets

How do we model them?

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 17

Adapted from
Porter's
Five Forces
(2008)



Porter - a traditional model for competitive factors

Ability to influence these forces defines potential for profitability in a given industry

Intuitive, time tested

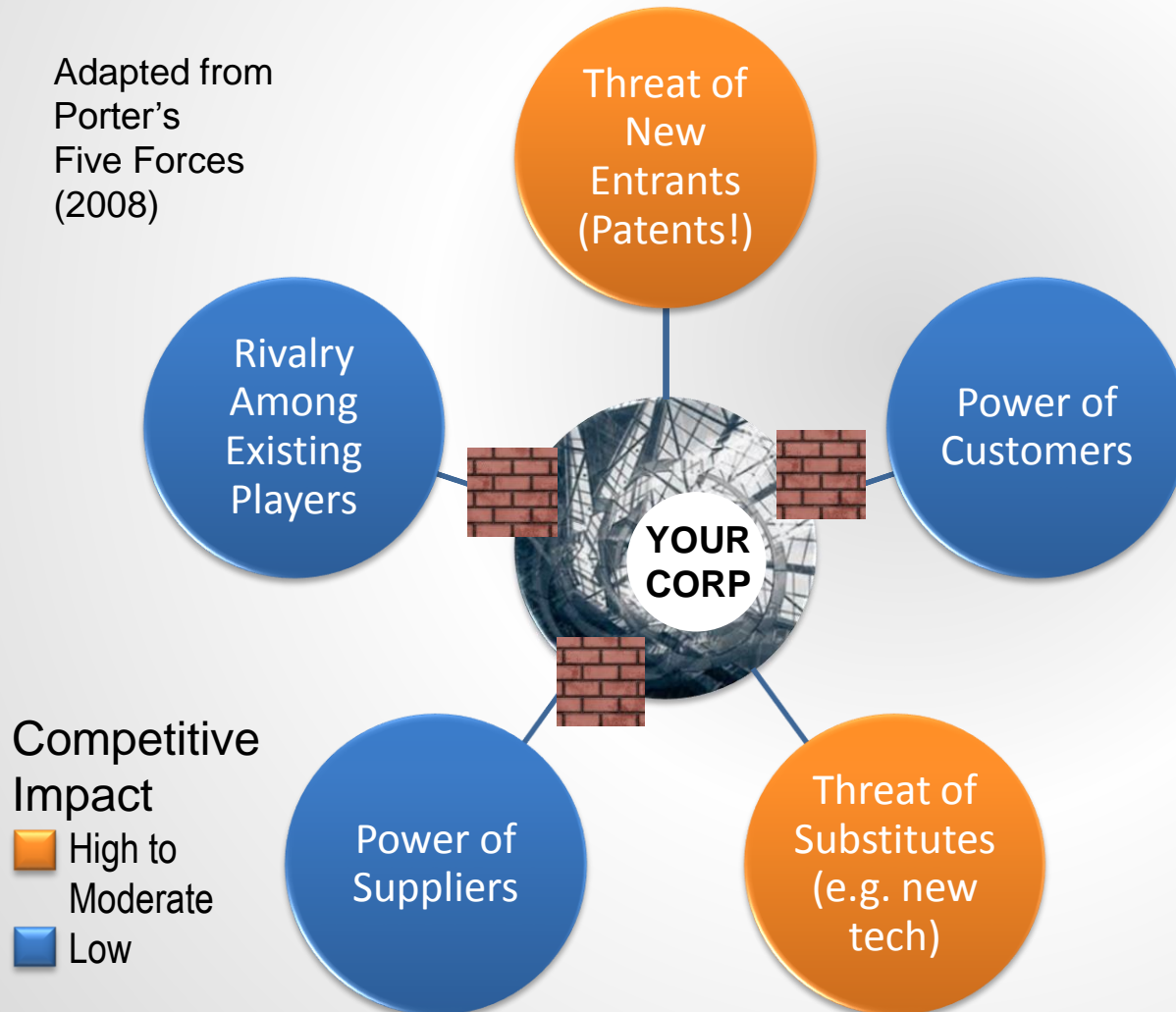
-
- To explore trends over time, let's look briefly at all 5 forces that might impact the competitive advantage held by a company
 - We'll call it "Your Corp"

Evolution of Markets

20th Century (then)

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 18

Adapted from
Porter's
Five Forces
(2008)



Historically ..

- Relying on barriers to entry (e.g., patents) was effective
- Corporate Information hidden behind brick walls, helped protect IP
- Suppliers, Competitors, (often Customers!) in the dark; interface via sales, orders and POs

Evolution of Markets

21st Century (now)

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 19

Adapted from
Porter's
Five Forces
(2008)



More recently ..

- **Information exchange lets suppliers, customers & competitors know more**
- **Opportunity for substitutes follows relentless climb**
- **Relying on past barriers to entry (patents) less and less valuable**
- **Firewall replaces brick wall for competitors, but more external stakeholders can peer inside for a better look**



IP3 Building Blocks



IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 20

Core Elements

keys to an emerging Knowledge Economy

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 21

- Culture (change)
- Trust
- Intention
- Structure & Flow (Adaptive)
- Diverse Roles (Adaptive)

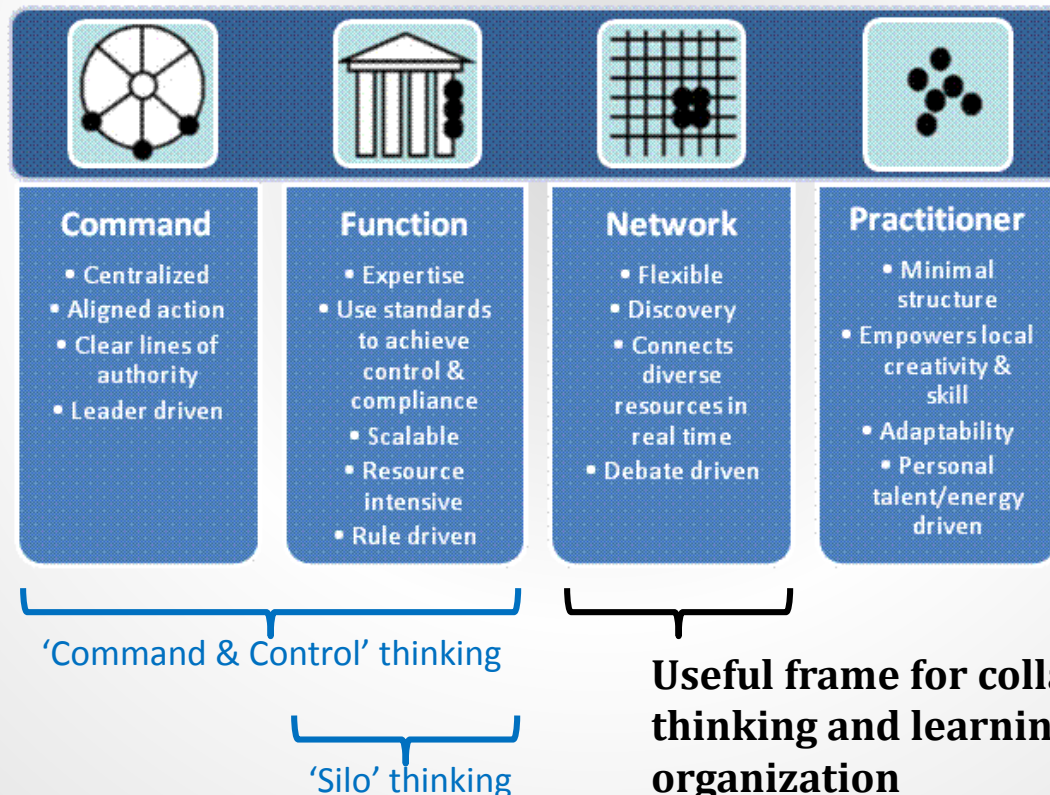


Culture

key organizational dynamic

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 22

Organization & Industry Culture take many forms. These four archetypes (adapted from Handy, 1980) are visible in most large enterprises and organizations. Can you think of examples?



Culture

key challenge for unlocking flow

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 23



The Silo-based Model drives many of the isolationist behaviors in the modern organization.

- Fundamental in Western scientific & academic thought
- Core to engineering & manufacturing practice (break down problems, create functional experts, control process to degree possible, eliminate variance)
- Core to our common organizational “mental model”
- Working synonym for bureaucracy
- Only model that functions with scale
- Leads to calcification (self-sustaining behaviors)
- While not a “wrong” model, it can be limiting to innovation and highly resistant to change

Trust

mandatory for deeper engagement

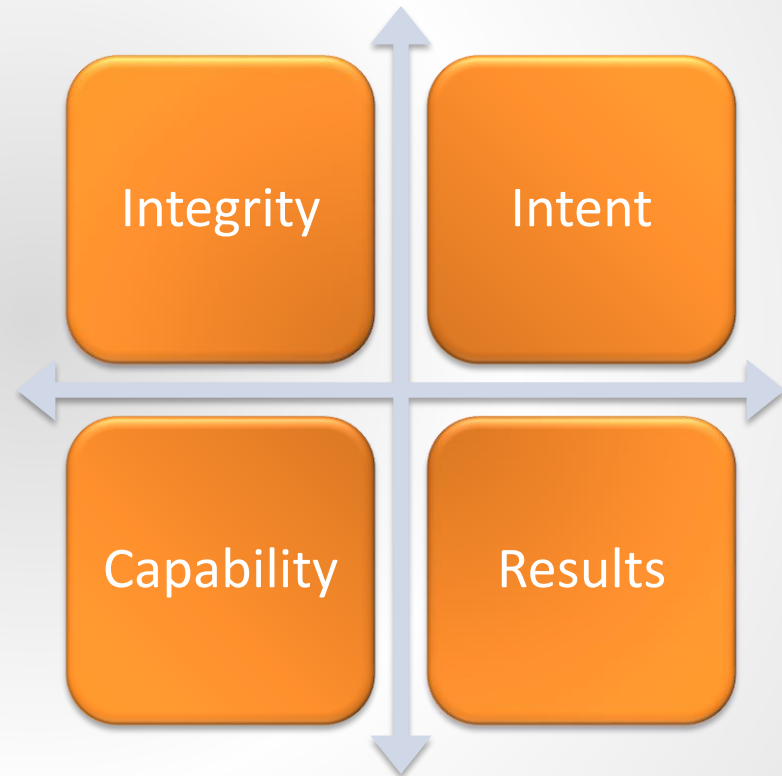
IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 24

TRUST is the basis for long-term, open and productive working relationships

Covey's model in "Speed of Trust" (2006) is based on 4 pillars

And his powerful grounding metaphor:

- "Trust is like a bank account"
- We make Deposits
- We make Withdrawals



Intention

from risk-averse to risk-enabled cultures

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 25

Ensure clarity of intended change - classic Kotter, step 3 of 8

A simple **old vs. new** frame can be a highly effective tool for change initiatives or to enhance basic collaborative problem-solving (as input, to guide thinking .. or to help frame outputs, to ground and explain outcomes ..)

Silo Thinking (old behavior)

Information is hoarded

Don't ask, don't tell

Communicate only through channels

Protocol trumps insight sharing

Fear of crossing boundaries

Collaboration (new thinking)

Who else needs to know this?

This needs more clarity, or it won't be successful

I need to take ownership (personal engagement)

What could we learn?

Structure & Flow

seeking a balance point

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 26



Structure [process]

Flow [emergence]

- Both are needed
- Structure guides and focuses effort
- Flow enables emergence of new, unexpected results
- Entire process is flexible, adaptive, non-restrictive
- Structure needed (at end) for synthesis to “harvest the fruit” aka takeaways



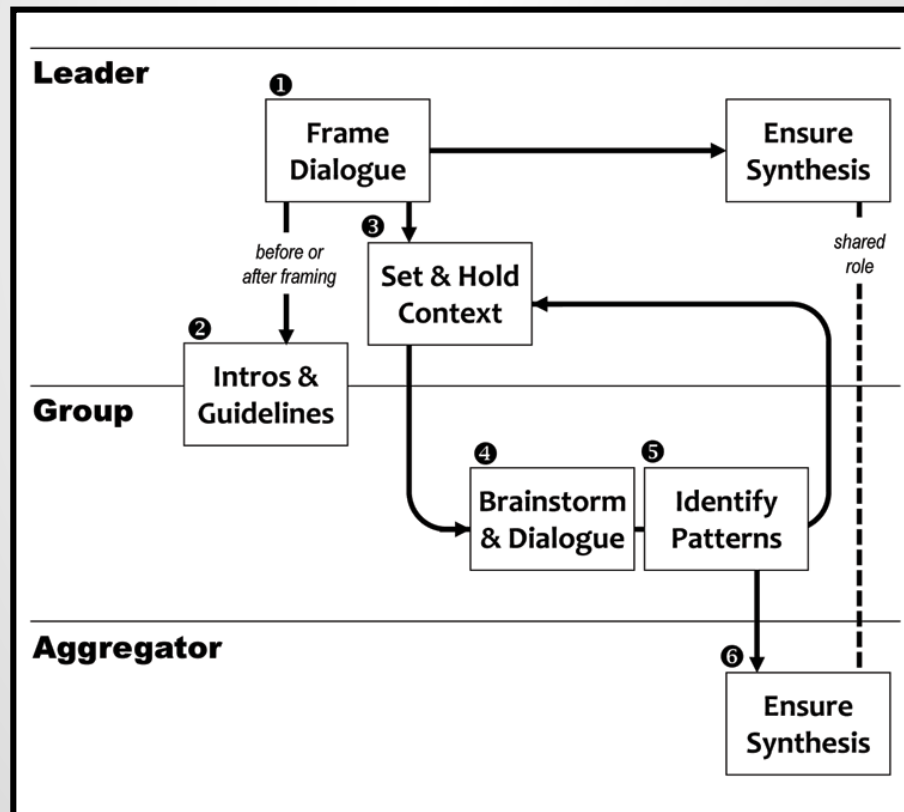
For some related thinking, see also: Kurt Lewin re: Action Research (1946) (“unfreeze, change, refreeze” model .. a “spiral of steps”)

Structure vs. Flow

Emergent results need an adaptive process

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 27

This light-weight PROCESS for problem solving reduces reliance on structure and provides more flexible “loop back” mechanisms. *The group can change course as new insights are gained.*



Contrast this with a **factory model**, which seeks to produce precisely the same result each time, with minimal variance.

The models are opposed ..
Yet so often we interchange them.

Light-weight Collaboration Process
from FIGURE 21 | © 2012 The DNA of Collaboration

Diverse Roles

mix contributions for unique outcomes

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 28

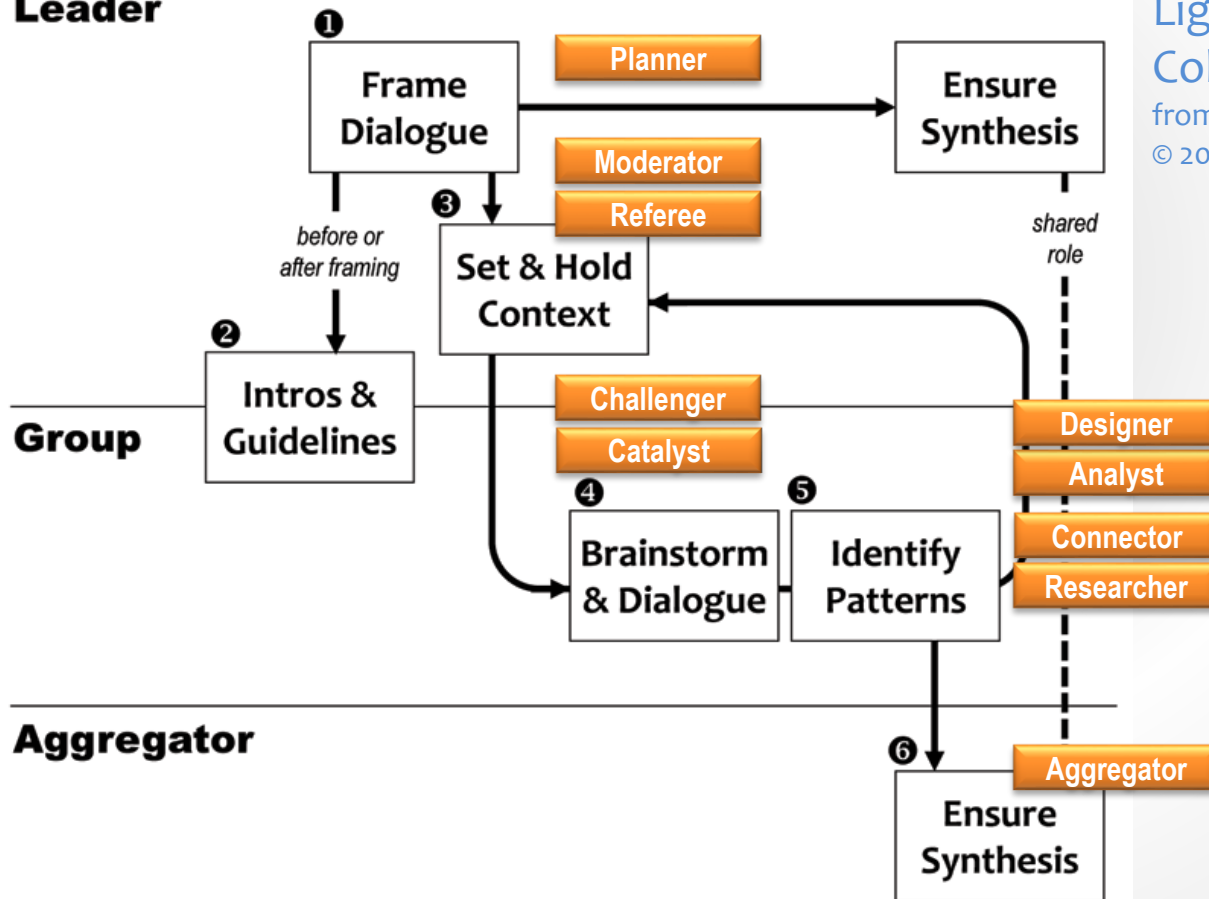
Several **collaborative ROLES** serve to fuel, advance & redirect flow of discovery, with key benefits: *everyone participates* and *common ground* increases with visibility to shared roles.



Adaptation alive & well in a process model

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 29

Leader



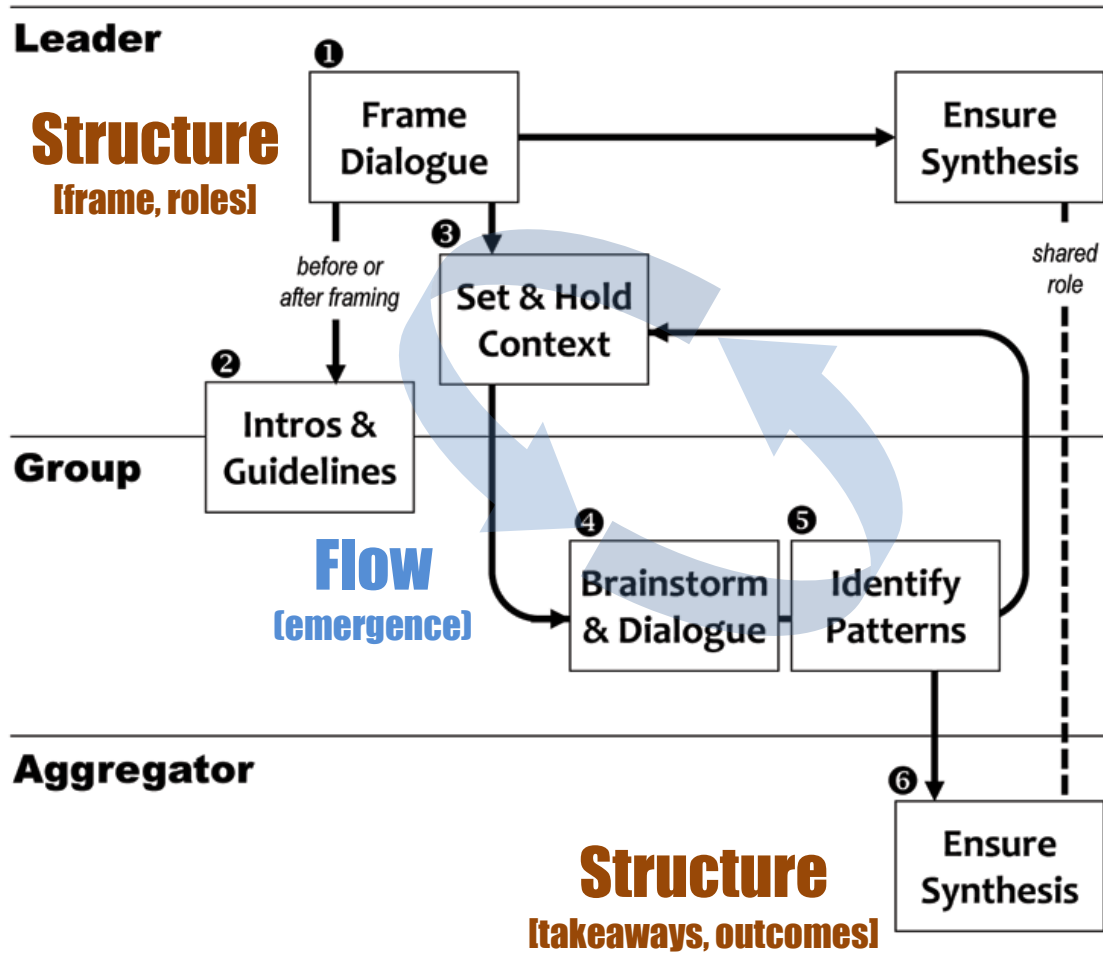
Light-weight Collaboration Process

from FIGURE 21

© 2012 The DNA of Collaboration

Structure & Flow within process models

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 30



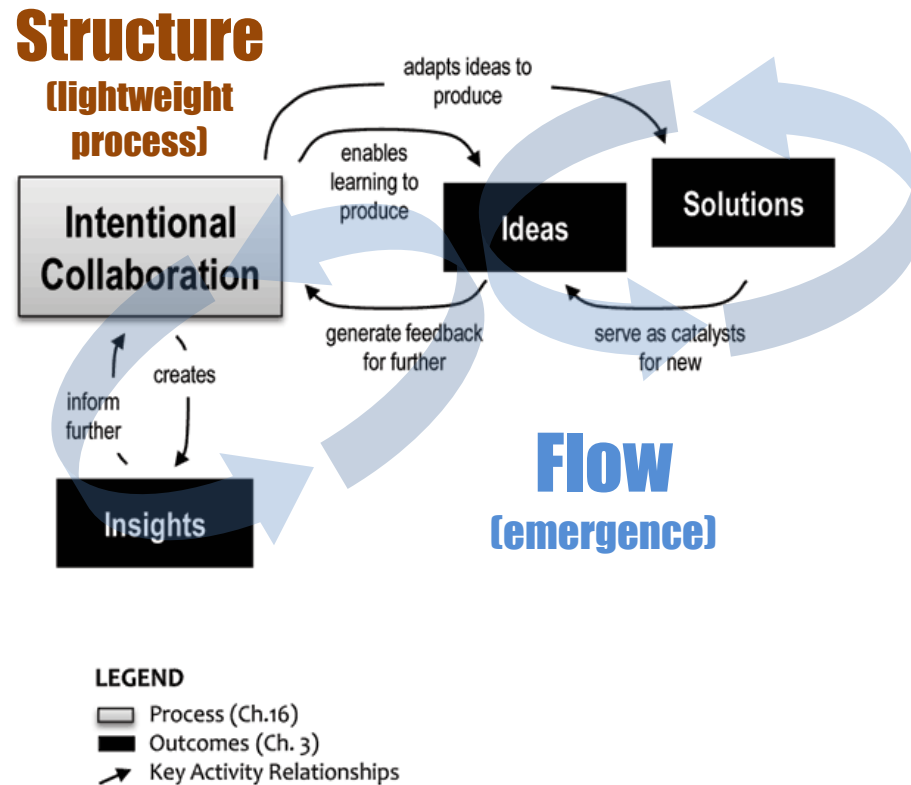
Light-weight Collaboration Process

from FIGURE 21

© 2012 The DNA of Collaboration

Structure & Flow within process models

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 31



Visualizing the Flow of Insights

from FIGURE 9

The DNA of Collaboration, p. 57

© 2012

Knowledge Management



IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 32

KM Challenges

historically bound by silo-thinking

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 33

OLD KM

Usually top-down & directed

Birds of a feather the predominant meme

- PM
- Developer
- Engineers



Specific focus

- Content Accumulation
- Capture/Store/Codify/Share Knowledge
- Conversation / Lunch & Learn
- Seek to achieve Best Practice

Catalog old ideas

Quasi-productive, but limited in reach



NEW KM

Bottom-up in nature (generally self-organizing)

Encourage cross-over participation (NOT birds of a feather)

- Ecosystem
- Cross-functional (skunk-works)
- Addresses collaboration across silos



Diverse areas of focus

- Industry trends, capabilities, issues
- Industry transformation
- Seek to define best practice

Generate new ideas

Collaborative

KM Process Evolution

network model exposes new approaches

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 34

Traditional KM	KN Convergence Zone	ENSURE FLOW	Social Networks
Taxonomy	Hybrid user driven extensions		"Folksonomy" & real-time tagging
IT-driven	Aligned w/ business functions		User-driven
Top-down	360 degree, top-down, bottom-up, sideways	●	Bottom-up
Company-centric	Business Function-centric		User-centric
Departmental portals within organizational domains	Integrated collaboration hubs as part of well-designed knowledge networks	●	People connect, share and make new discoveries
Primarily text	Multi-media		Rich media, graphics, audio & video
Static	Dynamic (static and interactive)	●	Interactive
Search KM repository	Integrated workspace with ability to search, aggregate links, and engage	●	Inquire in company and personal network, social media, wiki, IM, email
People participate because they are told to	People seek and find insight in real time organically as the need arises	●	People participate because it is rewarding
Knowledge is governed	Knowledge emerges via intentional collaboration, w/ light governance	●	Knowledge must be filtered, and trust relationships established
Knowledge is taken from source and stored in a repository	Knowledge is available via ubiquitous and intuitive aggregation, with oversight by a curator		Knowledge is built incrementally and opportunistically, as new inferences are made

© 2012 CIBER, Inc. "Getting Smarter Faster", a white paper
By Chris Jones, Goodney Zapp & Gregg Powers

ciber
Unlocking the Value of Good Ideas

IP3 Solution Language

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 35

Solution Language

in search of common ground

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 36



Visualizing change, we can both imagine and articulate a target future state

- Messaging is key to communicate intent
- Metaphor and visual frameworks can help us ground the more abstract ideas
- Solution language paints our new ideas on the future landscape
 - defining the solution – what phrasing will best capture and convey the intent of our design?
 - engaging new stakeholders
 - creating common ground
 - creating good will

Solution Language

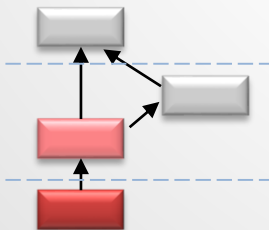
shaping a new Knowledge Economy

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 37

Focus & Intention



- Visualizing Change
- Messaging
- Solution Language
- Common Ground



Strong Relationships



- Trust
- Respect
- Empathy
- Listening
- Communication

Flexible Frameworks



Working In Silos



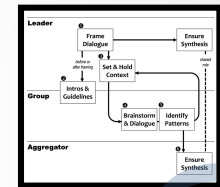
- Culture (change)
- Scaffolding
- New Paradigms
- Metaphors
- Visual Metaphors
- Adaptive Models

Diverse Roles



- Critical Thinking
- Catalyst
- Designer
- Connector
- Moderator
- etc.

Structure & Flow



Structure (process)
Flow (emergence)

- Avoiding rigid solutions
- Flexible iterations
- Direction can evolve
- Seek to leverage diverse, shifting roles

could IP be better framed as: Intellectual Capital?

SYNTHESIS

critical that we capture key insights

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 38

IDEAS

- Evolution of IP >> IP3 = Collaboration >> Intellectual Capital?
- Structure & Flow >> Adaptation
- Solution Language
- KM Futures
- .. !?

ACTIONS

- How might these ideas be applied? enhanced?
- Next steps

Q&A

RESOURCES



Resources

good reading on collaborative learning

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 39

Fifth Discipline - Peter Senge (1990)

A Simpler Way - Margaret Wheatley (1996)

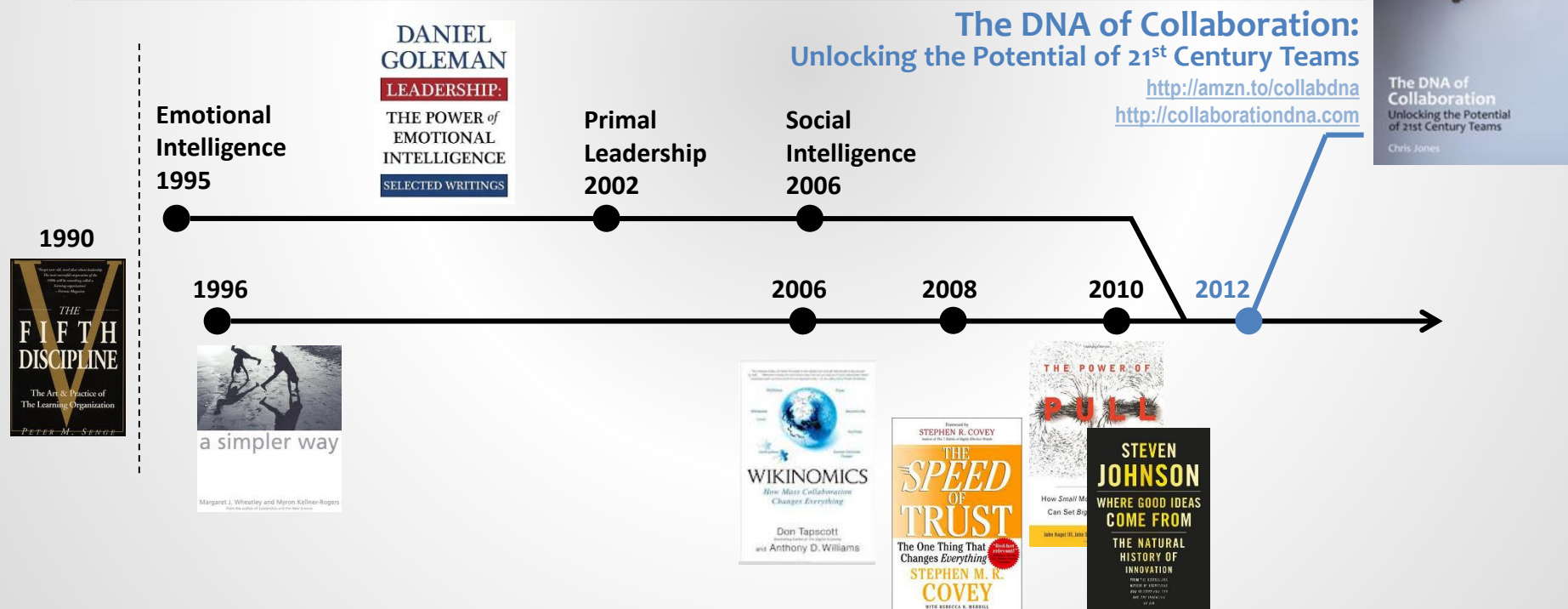
Wikinomics - Don Tapscott (2006); focus on Ch.4 & Ch.6

Speed of Trust - Stephen M.R. Covey (2008)

Where Good Ideas Come From - Steven B Johnson (2010)

Power of Pull - John Hagel (2010)

Selected Writings - Dan Goleman (2011)



Forward

IP3.0: Unlocking the Value of Good Ideas SLA CID Webinar 12/16/14 #ip30 | Page 40

Let's keep the conversation going.

On Twitter? Follow [@sourcepov](#) (author) [@collabdna](#) (book)

General access <http://about.me/sourcepov>

#CDNA twitter chat most 2nd MONDAYs 8pET using <http://tweetchat.com/room/cdna>

Discussion framing: <http://collaborationdna.com>

Don't Stop Exploring:

“We need to put our question marks deeper down.”

- Wittgenstein



Chris Jones

@SourcePOV

Consulting in Technology & Organization Change
Charlotte, NC

