Collaboration Tools and Organizational Success

Novell®

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Thriving in a Competitive Global Marketplace

With either of these new, open collaboration solutions from Novell, your users will be able to achieve more because they will have access to the essential information, colleagues and tools.

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1 Friedman, Thomas. "The World is Flat: A Brief History of the Twenty-First Century." Farrar, Straus and Giroux: 2005.
2 Drucker, Peter. "The Effective Executive: The Definitive Guide to Getting the Right Things Done." HarperCollins Canada: 1966.
3 Davenport, Thomas. "Thinking for a Living: How to Get Better Performance and Results from Knowledge Workers." Harvard Business School Press: 2005.

The expanding global economy makes marketplaces more competitive than ever, which means that businesses have to be more efficient and innovative to stay profitable. Even government entities and non-profit organizations are feeling the pressure to offer a wider range of valuable services. Thomas Friedman, a journalist and business writer, says, "Clearly, it is now possible for more people than ever to collaborate and compete in real time with more other people on more different kinds of work from more different corners of the planet and on a more equal footing than at any time in the history of the world."[1] In this shrinking, interconnected world, great ideas and work can come from anywhere. Your organization needs to adopt the tools and practices that can take maximum advantage of this powerful globalization trend.

In fact, the mental labors your employees perform, and how well they perform them, are some of the most important management issues you face. When employees have the resources to maximize their skills and do their best work, it benefits the entire company: deals get closed, solid contracts are negotiated, problems are solved, new products and services are invented, projects are finished, teams are organized, processes are improved and customers are satisfied.

Empowering Knowledge Workers through Open Collaboration

Peter Drucker, who coined the term "Knowledge Worker" in the 1950s, established the idea that the center of gravity exists in this realm, with those who put to work what they have between their ears, rather than the brawn of their muscles or the skill of their hands.[2] Thomas Davenport, a business process consultant and president of information technology and management at Babson College, adds, "It's already apparent that the firms with the highest degree and quality of knowledge work tend to be the fastest-growing and most profitable."[3] By empowering your knowledge workers and building unified teams with the latest collaborative tools, your organization can thrive in a global economy. You need to align employees' skills with business objectives, and then provide the vision, tools and guidance they need to achieve the goals you set for your company.

There are already many tools—including personal productivity software, e-mail, company Web portals, telephones and express postage services—that help your teams do their work. Unfortunately, all of these resources have shortcomings that leave users and IT personnel requesting additional functionality. It's time to find better tools that enable more effective collaboration—and greater success for your enterprise.

Novell® Teaming and Novell Teaming + Conferencing include collaborative services that increase individual productivity, team effectiveness and organizational success by providing the right set of tools. These tools include teaming and personal workspaces, global searches, blogs and wikis, workflow automation and online meetings. With either of these new, open collaboration solutions from Novell, your users will be able to achieve more because they will have access to the essential information, colleagues and tools. Teams will be more effective because they will be composed of the right members with the right skills, knowledge and motivation. Team members will also have a clear understanding of deadlines and milestones,

expected outcomes and other project details. In addition to being more productive, teams and individuals will be more aligned with your management goals. Because users will have more consistent access to more useful knowledge, productivity will rise and work quality will increase.

In addition to these many benefits, Novell Teaming and Novell Teaming + Conferencing offer a new model for innovation. Other software vendors develop and ship their products hoping customers will be satisfied with the proprietary code they have created. Novell offers something different: with the ICEcore open source project, we allow our customers and partners to innovate with us. You can create customized versions of Novell Teaming and Novell Teaming + Conferencing to meet your unique needs. And if you choose to submit your changes to the ICEcore project, these innovations can be shared with the open source community and incorporated into subsequent releases of Novell open collaboration products.

Tools That Work the Way People Work

Your knowledge workers are your most expensive employees, so improving their productivity should be among your top priorities. After all, these employees control your organization's most important means of production: their minds. Providing them with the right set of tools and improving collaboration can have a powerful effect on your bottom line.

It's a daily challenge: your knowledge workers have to process the information available to them and then create something new and valuable for the consumers of their work. Given that every team has a diverse set of workers—each with a different style—your collaboration software must help these users be more productive without getting in their way. Davenport says, "Collaboration work is perhaps the most difficult to improve in any structured way, because this type of work feels very iterative and improvisational to those who do it."[4] In other words, your collaboration software needs to work the way your people do.

A comprehensive survey conducted by The Gallup Organization illustrates this point. Over a period of 25 years, they interviewed more than 80,000 managers and 1,000,000 employees. The goal was to learn what the most talented employees need from their workplace, and how the best managers find, focus and keep talented employees. After analyzing all the data, a team identified 12 questions that, if properly answered, lead to organizational success. The first three, and most important, are:

- *Do I know what is expected of me at work?*
- *Do I have the materials and equipment I need to do my work right?*
- *At work, do I have the opportunity to do what I do best every day?*[5]

Illustrating the relevance of these questions, the following case study examines the experience of an actual Novell customer.

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4 Davenport, Thomas. "Thinking for a Living."
5 Buckingham, Marcus and Curt Coffman. "First, Break all the Rules: What the World's Greatest Managers Do Differently." Simon & Schuster: 1999.

Creating Value: The Story of a Radio Spot

A radio station in the United Kingdom needs to create a new advertisement for a customer. Although it is a relatively simple project, it requires clear expectations, in-depth knowledge, the unique skills of a number of individuals—and the tools to bring these resources together in effective ways.

The process begins with a meeting between Nikki, a radio station sales representative, and a local garden center manager. During this meeting, Nikki convinces the manager that her team can create a radio spot to increase traffic in his store.

Teaming workspaces provide a simple and powerful way to unite the people, information and resources you need to handle undertakings of any size.

Following this meeting, Nikki and Ian, the station project manager, discuss putting together a demo ad for the store. Using his own contacts, Ian hires a local free-lance songwriter to come up with a tune and some lyrics.

Once the song is ready, Ian sends the lyrics and tune as an e-mail attachment to a performer in the United States. When the song is recorded, the performer sends an e-mail with an MP3 attachment back to Ian. He plays the jingle for Nikki, who asks for some changes. After a few volleys between the U.S. and the U.K., Nikki approves the jingle and sends it to the store manager, who signs an order for the radio spot.

Developing a radio spot includes elements shared by projects of any scope in any industry: an expected outcome, ideas and existing art, a group of participants with a variety of talents, a deadline and interim milestones, a project manager, a need for project updates, the potential for process automation, a need to share knowledge in a more open way and smoother ways to collaborate. And although the end result in this case study was a satisfied customer and a completed project, Ian knows that the station could complete future projects more efficiently with a better set of collaborative tools. He identifies shortcomings in the current tools and processes, and wants a comprehensive solution that helps him:

- *Unite all of the people involved— prospect, talent, sales and management—in a single online location. There should be one place to store and track all of the work related to a project, making it easy to control versions and access.*
- *Tap into a broader network of talent. Having access to a wide range of skilled personnel increases creative capabilities and production bandwidth.*
- *Track progress against milestones. There should be a central place to view a project's status, including all of its tasks, milestones and appointments.*
- *Easily meet and collaborate with talent, no matter where they live.*
- *Simplify the process of introducing and connecting team members, and provide a way to collect and aggregate their opinions on the project.*
- *Automate repeated tasks to increase consistency and reduce friction. Potentially, a team could use the same process to churn out hundreds of radio spots.*
- *Search for similar projects that have been done in the past so the team can leverage that content and experience.*

An Introduction to Novell Teaming and Novell Teaming + Conferencing

Novell Teaming addresses today's collaboration challenges, including those identified in the case study, with the following features—all of which enhance individual productivity, team effectiveness and organizational success:

Teaming Workspaces

Teaming workspaces provide a simple and powerful way to unite the people, information and resources you need to handle undertakings of any size. Whether it's a small project that lasts a few days and involves a handful of members or a multi-year venture that spans continents and requires thousands of collaborators, you can use nested teaming workspaces to handle any arrangement of projects and sub-projects.

Folders

Folders hold the information your team members need to stay productive. File sharing—with the capabilities listed below—

can provide a simple means of document collection and version control.

- **Forum folders (including threaded discussions, blogs or wikis):** *collect, refine and aggregate team ideas and knowledge*
- **Calendar folders:** *organize and manage team appointments*
- **Task folders:** *describe the action items team members need to perform*
- **Milestone folders:** *track milestones with start and end dates (can be derived from task folders)*
- **Photo album folders:** *facilitate the collection of images*
- **Surveys:** *provide a means of collecting and aggregating team ideas and opinions*
- **Custom folders:** *offer a way to create helpdesks and guest books*

Especially at the beginning of a project, having the right folders can make a difference: they provide an optimal place to describe and refine expected outcomes and constraints. As projects move along, the work in progress collects there, making it clearer to everyone how well things are going.

Personal Workspaces

Users create personal workspaces containing folders of information they have produced or collected, blogs or wikis of things they are currently working on and a record of what they've done in the past. Important personal information like education and experience can be posted, helping managers and team members find qualified candidates for projects they are starting. Managers can use these workspaces to identify talented personnel from dispersed locations and build more powerful and agile teams. Personal spaces also help members of new teams get to know each other—and when your team members are comfortable with each other, they can work more efficiently, which leads to greater profit for your enterprise.

Team Member List

A list of team members is included in each workspace. The most effective teams function as networks, not hierarchies, and their members often come together from several different organizations. Novell Teaming and Novell Teaming + Conferencing allow teams to be formed from multiple organizations. Team members can see everyone involved in the project, and the workspace manager can set access control rights for each member, securing sensitive information.

Global Searches

A global search tool lets users quickly find information in almost any format, in any workspace. Online chats, discussions, documents, attachments or any other information posted in a workspace is easy to find and use. The search tool also helps team leaders find talent by searching for information in personal spaces.

Workflow Automation

Workflow automation increases productivity and decreases errors by automating processes and linking workflows to items in different folders. What's more, workflow automation allows the real experts—the team itself— to easily create customized workflows that can be used as templates for other projects.

Web Access and Compatibility

Now you can access information in teaming spaces through Web browsers. Novell Teaming and Novell Teaming + Conferencing work with the Liferay open source portal system, which is included in both products. All Novell Teaming and Teaming + Conferencing components are compliant with the JSR 168 standard, ensuring interoperability between portlets and portals. Information in folders is also accessible through the WebDAV protocol, making it easy for users of productivity applications like Microsoft* Office and OpenOffice.org

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to find information in workspaces with the open dialog. Contents of forum folders can be published through Really Simple Syndication (RSS), which provides yet another way to publish and aggregate information from a set of folders.

The real-time conferencing features of Novell Teaming + Conferencing help distributed teams communicate and collaborate more frequently and affordably. Key features of the real-time capabilities of Novell Teaming + Conferencing include:

- *A conferencing client, based on the open source Pidgin project, runs on Windows* and SUSE® Linux Enterprise Desktop 10, allowing users to communicate and collaborate online.*
- *The meeting management feature makes it easy for users to schedule or call online meetings as needed. Users can see meetings they've scheduled, meetings they're invited to and create new meetings.*
- *Instant messaging and chat provide the electronic equivalent of a hallway conver-sation. Members of a distributed team can get quick answers to questions without the time delays typically associated with*

e-mail, phone messages and other traditional forms of communication.
- *Presence indicators allow users to see who is available for discussion, who is in a meeting and who is talking.*
- *Application and desktop sharing allow users to share content, browse the Web and conduct real-time reviews of presentations, spreadsheets, documents and more.*
- *Whiteboarding allows users to communicate with each other using drawing tools, allowing for richer interactions.*
- *Voice support allows users to talk to each other during online meetings. Voice over IP (VoIP) is available with Novell Teaming + Conferencing through a soft phone included in the client.*

Practical Applications of Novell Teaming and Novell Teaming + Conferencing

The process of creating a radio spot, as described earlier, is just one example of how open collaboration can increase organizational effectiveness. Novell Teaming and Novell Teaming + Conferencing can enhance business processes across your organization, improving productivity, innovation and marketing.

Productivity Applications

Possible productivity applications include:

Need Area	Description	Industry	Department
Project management	Project leaders and team members use a workspace to store all information related to a project: milestones, tasks, due dates, work in progress, expected outcomes, ideas and more.	All	All
Deal room	Help finance teams prepare for the launch of new public offerings for equities and bonds.	Finance	Executive management
Quality assurance	Ensure that services are of a consistently high quality by conducting inspections. Inspectors review a checklist of items related to quality and safety, then place their findings in a workspace. Management reviews the aggregated findings and determines appropriate actions to take.	Hospitality and food services	Executive management
Issue tracking and management	Track defects in product development, support issues equests, disputed invoices and more. Use workflow automation to define states and transitions for issues. The *Standards Council of Canada* uses a predecessor of Novell Teaming to handle over 4,000 standards inquires per year from Canadian and worldwide businesses.	All	Support, development, operations, call center, IT
Policy definition and compliance	Develop and roll out organizational policies.	All	Human Resources

Innovation Applications

Possible innovation applications include:

Need Area	Description	Industry	Department
Market research	Use workspaces for the successful execution of market research projects. Collected information, analysis and conclusions can be stored in workspaces.	All	Marketing
Community of practice	Help employees find answers and suggestions on how to handle challenges they are facing. Increase problem solving in the organization. *Shell International Exploration and Production* has 13 communities that use threaded discussions to increase the amount of knowledge sharing between employees in the same and different disciplines. Most employees spend 90 to 120 minutes per week reading information in these forums and posting responses.	All	Human Resources
Product and process lifecycle	Manage all the products in the company's portfolio through all of their phases. In addition to facilitating stage gate reviews, managers and stakeholders can check in at any time to see how projects are doing. The same tools can be used for business processes.	Manufacturing	Engineering, IT
Requirements definition and management	Collect, refine, organize and prioritize requirements.	All	Marketing, engineering
Change request management	Track change requests across multiple development projects or production systems. Workflow automates request states and transitions.	Manufacturing, health care, technical services	Engineering, IT

Marketing Applications

Possible marketing applications include:

Need Area	Description	Industry	Department
Competitive bid response	Manage competitive responses by placing all background material, goals, boundaries and work in progress in a single workspace. Manage the creation and submission of responses to bid tenders. Allow management to track progress.	All	Sales
Campaign management	Design and implement marketing campaigns, test ideas and track success.	Retail, manufacturing	Marketing
Sales automation	Track contacts, leads, and deal pipelines.	All	Marketing, sales
Product portfolio management	Manage all of the products in a portfolio. Information about market results, investments, customer satisfaction, trends and more help management understand what's working and what's not.	Manufacturing, entertainment, pharmaceutical	Marketing, executive management
Customer relationship management	Track customers and their satisfaction with products and services.	All	Marketing, community relations

Open Collaboration and the Power of Networked Teams

All of these practical applications of Novell Teaming and Novell Teaming + Conferencing give substance to the concept of open collaboration. It isn't just a term for a powerful new set of tools—it also describes a way of working to increase team effectiveness and organizational success. This blend of the right methods and tools can help your organization create and empower effective teams, streamline processes and collaborate beyond enterprise boundaries.

The most effective ideas come from a broad set of diverse minds, rather than from a small team of like-minded peers. Economist James Surowiecki says, "under the right circumstances, groups are remarkably intelligent, and are often smarter than the smartest people in them."[6] And teams have a way of finding creative solutions that lie outside of predefined processes. In fact, Philip Evans and Bob Wolf, two senior members of the Boston Consulting Group, point out that some of the most effective teams work as self-organizing networks, rather than as rigid hierarchies (but even in traditional hierarchical

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6 Surowiecki, James. "The Wisdom of Crowds: Why the Many are Smarter than the Few and How Collective Wisdom Shapes Business, Economies, Societies and Nations." Random House: 2004.

Your efforts must focus on increasing productivity, fostering innovation and finding the best ways to go to market. The right tools can make a big difference in meeting these challenges; when you have these tools at your disposal, you can take the best ideas from the most qualified people and put them to work immediately.

"Under the right circumstances, groups are remarkably intelligent, and are often smarter than the smartest people in them."

James Surowiecki
Economist

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7 *Evans, Philip and Bob Wolf. "Collaboration Rules." Harvard Business Review, July–August 2005: 96.*
8 *Ibid.*

organizations, teams can benefit from using collaboration tools). They explain that in these networked teams, "over and over, ideas are formulated in tight, testable packets; they are communicated with minimal attenuation through established, direct, person-to-person connections; and where links are absent, widely connected leader-practitioners create them as needed." This process leads to "continuous, radical innovation."[7]

Linux*, one of the most powerful, affordable and flexible operating systems available is the product of such a self-organizing network: programmers from dozens of companies and countries work as both paid employees and volunteers to develop a steady stream of improvements to a product that is held in common ownership among all participants.

However, open source software is not the only product that comes from self-directed networks of dedicated workers. Open collaboration helps people, knowledge and processes come together in many different business activities. Evans and Wolf point out that the Toyota Production System (TPS), known for its responsiveness and innovation, uses similar open collaboration and self-organizing principles to drive its agile teams.

A few years ago, a fire broke out at the main plant of Aisin Seiki, a supplier of proportioning valves (P-valves) for brakes, and the plant

burned to the ground. Suddenly, the source of 99 percent of Toyota's P-valves was gone. The resulting improvisation among Aisin, Toyota and other suppliers was fluid, masterful and uniquely suited to the situation at hand. Aisin sent valve blueprints and any undamaged tools and equipment to second-tier suppliers—their potential competitors—without involving any lawyers or other middle-men. They then worked with Toyota to rig up production lines in 62 locations where there was unused space and equipment. Within 85 hours of the fire, a supplier of welding electrodes delivered 1,000 production-quality valves to Toyota, and other suppliers soon followed. Two weeks later, the supply chain was back in full production. Months later, Aisin distributed an emergency response guide—a collection of what they had learned from handling the crisis.

To achieve this level of agility and effectiveness, Evans and Wolf recommend deploying pervasive collaboration technology, and "keep[ing] it simple and open."[8] At Novell, we agree. Open collaboration tools can help teams replace inefficient, outdated paper-based methods with streamlined online processes.

More Effective People, Processes and Collaboration

Your organization faces intense pressure to deliver better results—to make the best of its people, knowledge and resources. It's imperative that you improve business models, develop new products and services, and find the right audience for your offerings. Your efforts must focus on increasing productivity, fostering innovation and finding the best ways to go to market. The right tools can make a big difference in meeting these challenges; when you have these tools at your disposal, you can take the best ideas from the most qualified people and put them to work immediately.

With open collaboration, you can make your people more productive, your teams more effective and your organization more successful. Novell Teaming provides the essential set of tools for open collaboration with teaming and personal workspaces, folders, workflow automation and global searches. These simple, powerful tools help you unite the right people into agile, effective teams. And with the real-time features of Novell Teaming + Conferencing, you can improve worldwide communications while lowering travel costs.

Novell Teaming and Novell Teaming + Conferencing were built to work for your organization and increase its success. These solutions make it easier to cultivate new ideas and innovation—and they help your organization set its own agenda instead of being driven by proprietary software schedules. Take a look at some of the most urgent issues in your organization, and you'll see that Novell Teaming and Novell Teaming + Conferencing can address them through more effective people, more efficient processes and collaboration as it was meant to be: open.

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