

Collaboration

Duration: 60 min (classroom, excluded exploitations) or 3 hours – self-paced

Learning Outcome: Promote the idea of a “greater good”, to learn about benefits of collaboration, to acquire some important collaboration skills, to learn how to reflect on collaboration

Energizer:

1. Watch the Introduction Video
2. Watch the YouTube Video about Collaboration
3. Work on the definition of collaboration

Main activity

1. Listen to the Main activity video about the article of Francesca Gino in Harvard Business Review
2. Watch the YouTube video
3. Summarize new information from both videos in your own words
4. Gamification Task 1
5. Gamification Task 2

Evaluation

1. Finish the self-assessment test

Exploitation

1. Fulfil the home task 1
2. Fill in the final part of the module with the homework results and earn points

The Guidelines for adult education professionals

Phase 1 Energizer (15 min)

Watch the introduction Video of this module. After watching this video start the module with the following link:

<https://www.youtube.com/watch?v=Po40I4c94R0>

After watching this video, try to summarise in your own words:

“What does collaboration mean to you?”

Write down, as a free answer text, a short definition.

Maybe you can try to distinguish it from other big terms like “communication” (the module participants probably do before). Maybe you do some research - Take a look at the sources you get your information from (Learn more about using good sources: Link to the literacy modules).

Participants see in a next step the following definition:

“Collaboration means getting students to work together, achieve compromises, and get the best possible results from solving a problem.”¹

Take time and reflect differences and similarity between their own understanding of collaboration and the definition above.

Tips:

- In class an exchange with other definitions is possible.
- Participants can discuss about similarity and differences between their own understanding of collaboration and the given definition.
- Trainer can also ask participants about their experience in collaboration
- Remind participants that they can watch the videos more often and set the speed of Youtube sources slower. Also, you can select automatic translation in the settings there.

Phase 2 Main activity (30 min)

Watch the main activity video. That is about the article cracking the code of sustained collaboration: <https://hbr.org/2019/11/cracking-the-code-of-sustained-collaboration>

After this video follow the advice to watch this second video, too:

<https://www.youtube.com/watch?v=VmQVNE-MbKI>

Tips:

- Give Participants the recommendation that they may summarize the videos in their own words. Perhaps anyone presents two or three aspect how to collaborate well with others– or when they do the module in self-learning in the online environment to a person close to them.
- Ask participants about additions or other opinions about the already listened new content from the videos.

¹ <https://www.aeseducation.com/blog/what-are-21st-century-skills>

- Remind participants that they can watch the videos more often and set the speed of Youtube sources slower. Also, you can select automatic translation in the settings there.
- Ask if anybody in the course like to share experiences about collaboration projects or new perspectives on collaboration or developed training ideas about the new techniques.

Go on with the following gamification task:

Gamification Task 1:

Fill in the gap about the techniques:

Listen – Empathy - Win-Win – Lead – Clarity – Talk – Feedback – Train - Follow

First: Teach people to _____, not _____

Second: _____ people to practice _____

Third: Make people more comfortable with _____

Fourth: Teach people to _____ and _____

Fifth: Speak with _____ and avoid abstractions

Sixth: Train people to have _____ interactions

See the correct solution here:

Fill in the gap about the techniques:

First: Teach people to **Listen**, not **Talk**

Second: **Train** people to practice **Empathy**

Third: Make people more comfortable with **Feedback**

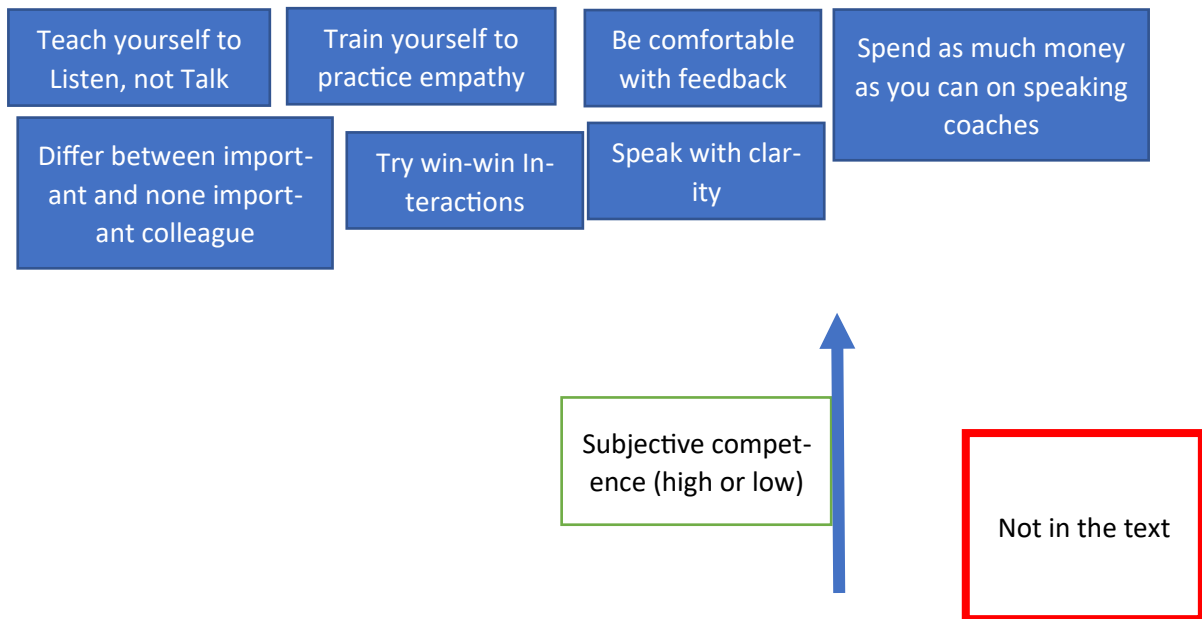
Fourth: Teach people to **Lead** and **Follow**

Fifth: Speak with **Clarity** and avoid abstractions

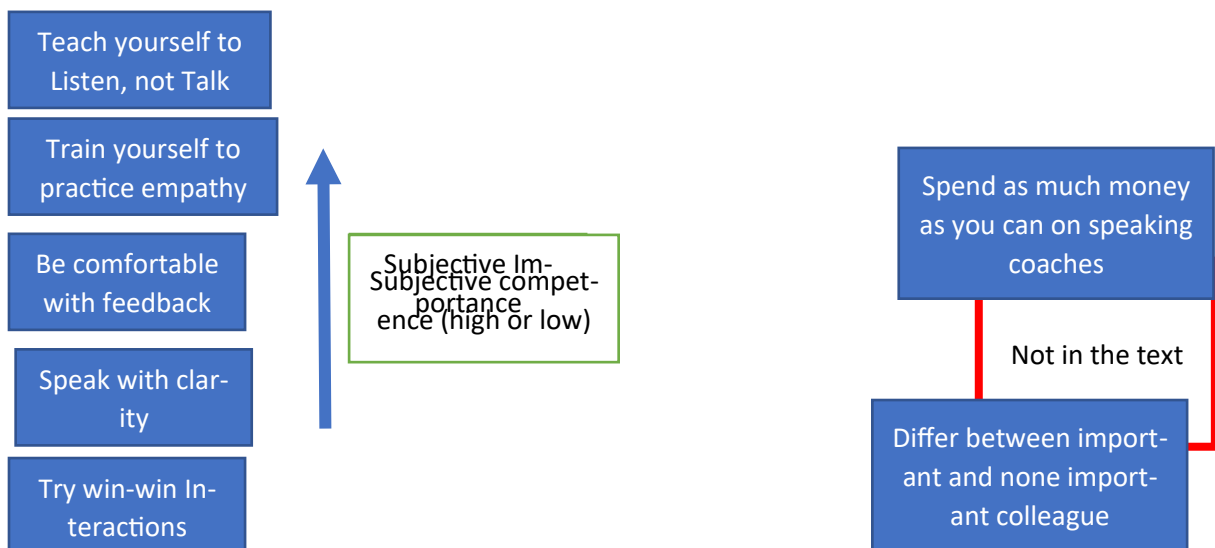
Sixth: Train people to have **Win-Win** interactions

Gamification Task 2:

Set in place all the new techniques from the main activity video – delete the information that were not given in the text. Let participants prioritise the techniques according to participants own competence or further training strategy.



Example:



Phase 3 Evaluation (10 min)

In this evaluation task you get five questions for self-evaluation and a few content-based questions. Let's start with the self-evaluation. You can easily get the three-point answer in each question, by mentioning that you already feel competent here – but remember - this is a self-learning environment and self-evaluation is a method to give the opportunity to train yourself well-structured in a second step – so, try to be honest to yourself.

Hints and Tips for educators:

3 Points are the most valuable answer.

If you don't want to use the online tool you need to mix the answer options to make it not too easy for participants

1. What do you think how good is your competence in playing well with others in a collaboration project?
 - (1) I still have to practise this a bit
 - (2) I have solid skills in this area
 - (3) I am very good at it

2. What do you think how good is your competence in Collaboration?
 - (1) I still have to practise this a bit
 - (2) I have solid skills in this area
 - (3) I am very good at it

3. What do you think how good is your competence in join forces and stop doing things only on your own, make some compromises?
 - (1) I still have to practise this a bit
 - (2) I have solid skills in this area
 - (3) I am very good at it

4. What do you think how good is your competence in pool resources, make self-motivated contributions, do not sit back during important tasks?
 - (1) I still have to practise this a bit
 - (2) I have solid skills in this area
 - (3) I am very good at it

5. What do you think how good is your competence in looking at things from different angles?
 - (1) I still have to practise this a bit
 - (2) I have solid skills in this area
 - (3) I am very good at it

6. What was the idea behind the video from Dr. Shelle VanEtten de Sánchez?
 - (1) Dropping objects
 - (2) Courage to share ideas
 - (3) Also solving individual tasks in collaboration

7. What is a win-win situation with regard to collaboration?
 - (1) Each collaboration project is a win-win situation
 - (2) To combine own needs with the ones from others
 - (3) Collaborators are able to find opportunities in differences

8. So, all in all Collaboration means...
 - (1) To step back from one's own needs as far as possible
 - (2) Seeking harmony and securing consensus
 - (3) to work together, achieve compromises, respond to each other mutually and get the best possible results

9. What do you think how good is your competence in Collaboration after this Learning session?
- (1) After this learning session I am able to see that collaboration and communication are the same thing.
 - (2) After this session I have a better understanding of collaboration
 - (3) After this session I know which skills I can train to even get better in collaboration.

27 points in total

27-19 = excellent

18-10 = acceptable

10-0 = maybe you can repeat parts of the module - or in this case you were just too honest or too critical of your own abilities

Hints and Tips for educators

- Encourage participants to be honest
- Give support whether some words remain unclear
- Perhaps fill in the evaluation questions yourself?

Phase 4 Exploitation (5 min)

Moreover, participants are asked to practice collaboration in their everyday life. In that way participants reflect about the new content. Use the upcoming two weeks to think about communication and collaboration – the understanding of these words is also important to be taught.

Focus on this difference as well to emphasize them. Use your material from module communication, too. To illustrate the difference, describe a communication situation that worked well for you on the one hand and a collaboration situation on the other. Use no more than 5 to 10 sentences per situation and upload them. Give reasons why the situation went well.

Tips

- Encourage everyone to really pass this situation and not only theoretical solution.
- Take the opportunity in class to briefly discuss these two situations.
- Participants can write about more situations – but need to choose two for sharing with the teacher (and class?).

In the online environment: It is only necessary to upload two situations here. If a feedback to these sentences is desired a personal contact to a mentor is an option.

Literature:

Full article to read or listen in English is here:

<https://hbr.org/2019/11/cracking-the-code-of-sustained-collaboration>

Digital collaboration tools:

<https://miro.com>

or search for a test about other digital collaboration tools.

Deeper knowledge from the human resources:

<https://hbr.org/2007/11/eight-ways-to-build-collaborative-teams>

How do you teach collaborative learning to share your new perspective with colleagues?

<https://www.aeseducation.com/blog/what-is-collaborative-learning-and-how-do-you-use-it>

Watch more videos about the art of finding a common ground:

https://www.ted.com/playlists/753/the_art_of_finding_common_ground

Short sequence to share and explain briefly collaboration advantages to others:

<https://www.youtube.com/watch?v=2DmFFS0dqQc>

Introduction Video

436

Think back, when was the last time you were full of energy and joy because you had done something special and the result was a complete success? Were you alone? Quite possibly. But often such memories are only available because we have combined our strength with the commitment of others. Someone did not resign to a particularly difficult task or a tricky challenge, but continued to look for solutions and combined the potential of many people.

Teamwork – is well known in this context. There are theories and studies on the structure, distribution of tasks and roles in teams. Some deal with communication structures, others with the allocation of particularly dominant and less extroverted persons in a collaboration. Gender issues are also discussed with regard to collaboration in teams.

Another important term in connection with professional and private associations is networking. Who knows whom? Who helps others and why? Which contacts count and are helpful for working on a project, which ones are more likely for future tasks? The importance of relationships is discussed in connection with the age or gender of those involved. Are women better at networking than men? Are long-lasting contacts of older people more useful, than changing short professional connections of younger people? Take your time and do a short research on questions like this.

In addition to these general assumptions about suitable or less suitable framework conditions, the focus of this module is on the interactions in a collaboration. The collaboration module refers specifically to the interactions that take place between people in a project and aims to create an awareness of where particular challenges lie. What skills could perhaps be trained to collaborate particularly well? What does it mean to collaborate well with each other? Good news here! Collaboration can be trained. Some tips and tricks make it easier to work together with others.

An awareness of what it means to collaborate well with someone, should be the starting point for your own-reflection-questions. Does a good collaboration mean always working together in harmony? Does it mean first and foremost having respect for others or always giving your opinion honestly?

These explanations already show the strong connection to the communication module. Both skills, the ability to communicate and to collaborate, usually go hand in hand in the concrete application.

Precisely because both terms are so close to each other, we would first like to take a look at what exactly can be understood by the term collaboration. Enjoy the first video as a foundation stone for your upcoming "collaboration career". Let's work out, how to make the work may be less and easier.

Main Activity video

To go deeper in the topic collaboration, I read an article from Francesca Gino in Harvard Business Review. The article attracted me because it was titled with the hint that the code of a sustained collaboration had been decoded. In the introduction video I presented you many open questions. Is it now possible to say clearly what a good collaboration must contain? I would like to share my new insights with you.

At first, I want to drop the names of the six training techniques from this article – Listen carefully:

First one: Teach People to Listen, Not Talk

Second: Train People to Practice Empathy

Third: Make People More Comfortable with Feedback

Fourth: Teach People to Lead and Follow

Fifth: Speak with Clarity and Avoid Abstractions

Sixth: Train People to Have Win-Win Interactions

Well, the reactions of the audience to these techniques are probably different. With some techniques, everyone probably has an inner nod in his or her head, other statements may not be so clearly understood like the one about win-win interactions. So, let's go back to the first statement for a short explanation:

Teach People to Listen, Not Talk – What does this mean in a concrete collaboration-situation?

From the article I've learned not to focus only on self-performance. That is important in business context, but not the only important thing. To give an advice, the author in Harvard Business Review recommended to ask expansive questions. Questions that start with "How" or "What" may help to start a dialog. Another advice was to think about the qualities of a great listener. Do you know a great listener in your environment? Also important is to differentiate between listen and really listen – to be honest – everybody knows this difference. I think, I do not explain this point deeper. Furthermore, it is also a good quality to be cool and comfortable with silence.

- *Short silence moment in the video (e.g. 5-10 seconds)*

Let's go on to the second technique from Gino's article and think about how to train empathy. I really like the recommendation in the article to look for the words that people are not saying. By thinking about them you already start training your empathy with other people.

This leads directly to technique number three: "make people more comfortable with feedback". Fortunately, Feedback was already discussed and trained in the communication module. I like to repeat the advice to train giving feedback at this point and, following Francesca Gino's tip, to also give feedback on the feedback from collaboration partners.

As a fourth technique, "teach people to lead and follow", it is important to delegate things to other people in your collaboration project. Is that easy for you? Or do you prefer to always

control the things in your environment? You can get further important aspects on leadership in our leadership module. As you can see, 21st century skills from our platform often go hand in hand with each other. To come to an end and let you start with the main activity video and the following gamification tasks – just a few sentences about technique number five and six.

Number five is to “speak with clarity and avoid abstractions” – So please, stop being too indirect or too abstract. Clear advice from Francesca Gino’s article is to let the words carry more weight and be as concrete as possible.

Technique six is about win-win interactions – so have a look at the other person’s needs. This hopefully brings you to better results of your collaboration. Why is that rule so important – to say it with Gino’s words: “With a win-win mindset, collaborators are able to find opportunities in differences.” So, people have a deep motivation to cover challenges because they can follow their needs.

I think these techniques are an excellent guideline for your following collaboration projects. Before we get to the tasks themselves, I would like to invite you to watch the following video. It clearly shows how collaboration can succeed even with individual tasks and why you should figuratively stop of keeping good ideas to yourself. Have fun and share your upcoming future thoughts.