

Wine and Cheese

The Benefits and Costs of Collaboration

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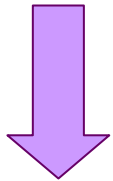
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WINE -- a.k.a.

Benefits

SWEET



Wine



& Costs of collaboration

SOUR grapes



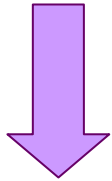
Whine of life



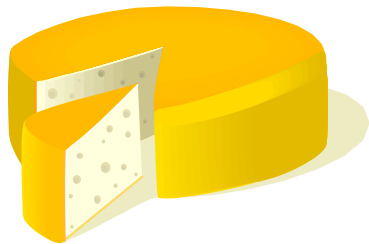
CHEESE -- a.k.a.

Benefits

COMFORT



Cheese



&

Costs of Collaboration

DISCOMFORT



Cheeselessness

Collaboration

Working together
to accomplish intellectual goals
by finding solutions that are
mutually beneficial & satisfying

CHANGE to find cheese



Observation

- Project proposals are typically apparitions of wine & cheese
- In reality, they entail some whining & cheeselessness



Partners

- Computer scientists
- Archivists
- Academic librarians
- Museum librarians
- Exhibit designers
- For-profit organizations
- Not for-profit organizations



Partners like different cheese

- Vocabulary
- Level of detail
- Need for structure
- Tolerance for ambiguity
- Decision-making processes
- Beliefs, assumptions, perceptions



Wine & cheese

Benefits of Collaboration 1

- Increased opportunities for funding
- Relationships with new colleagues
- Better decisions & deliverables
- Increased likelihood of technology transfer
- Enhanced appreciation of other cultures



Wine & cheese

Benefits of Collaboration 2

- Opportunities to
 - learn & develop new technologies
 - meet or exceed user needs & expectations
 - improve leadership, management & rhetorical skills
 - exercise virtue
 - change



Whining & cheeselessness

Costs of Collaboration 1

- Momentary panic over who or how to spend the \$\$\$
- Morale problems if team members aren't team players
- Power struggles
- Personality clashes
- Culture clashes



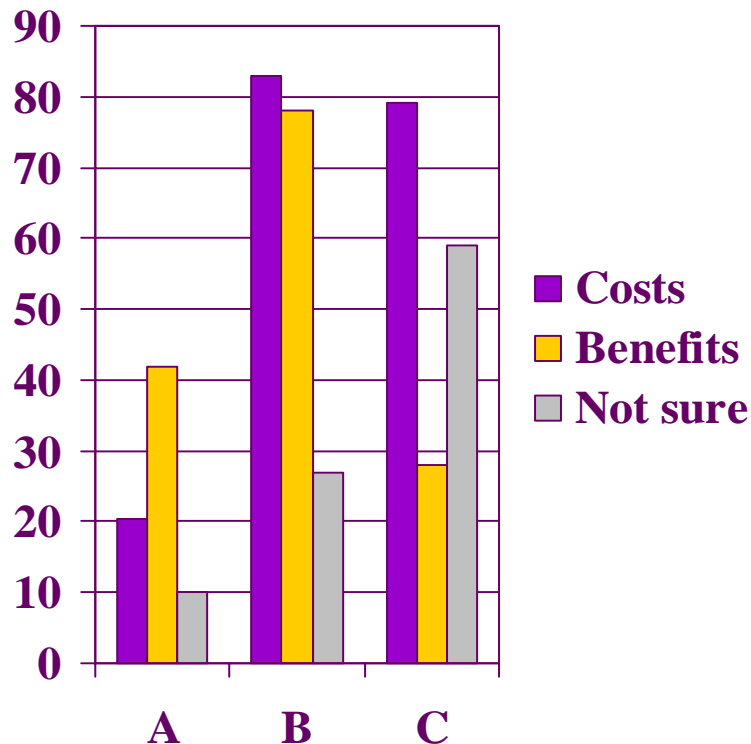
Whining & cheeselessness

Costs of Collaboration 2

- Tests of
 - whether user needs really drive the project
 - leadership, management & rhetorical skills
 - patience, humility & charity
 - ability to change



Trade-offs



- Some projects have
 - good benefits at low cost
 - great benefits at great cost
 - great cost for little benefit
- All have ambiguities
- Choose wisely

Signs of Cheeselessness

- Irritation
- Conflict
- Outbursts
- Low morale
- Apathy
- Compliance
- Absenteeism
- Poor communication
- Poor decision making
- Reduced trust
- Reduced risk taking
- Decreased effectiveness
- Overt blocking
- Covert undermining



Orchestrate Change

Offers of Cheese

- Treat partners as best customers
- Meet the need to control
- Eliminate surprises & ambiguities
- Establish realistic expectations
- Develop a complete picture
- Sidestep negativity



Managing Change

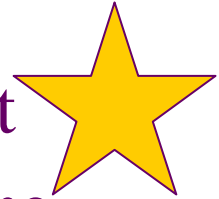
- Change inevitably means discomfort & resistance
 - Resistance is a deficiency of either ability or willingness
 - Lack of ability can be remedied with training
 - Lack of willingness can be remedied with consequences
- To change a situation, we need to change ourselves



Suggestions

to insure that benefits exceed costs 1

- Provide strong leadership & management
 - Management deals with efficiency in climbing the ladder of success
 - Leadership determines whether the ladder is leaning against the right wall
- Efficient management without effective leadership is like “straightening deck chairs on the Titanic”



Suggestions

to insure that benefits exceed costs 2

- Communicate effectively
- Listen actively & empathize
- Generate trust & credibility
- Delay negative judgments
- Tolerate ambiguity
- Value diversity



Suggestions

to insure that benefits exceed costs 3

- Understand that *not* delivering everything proposed does *not* mean that the project failed
- Track projects so that others can learn from publications & presentations
- Celebrate milestones achieved.
- Be patient, humble & charitable



REVIEW

Cheese is comfort food



Eating cheese makes us happy.

Give cheese to get cheese



The more cheese we give,
the more cheese we get.

Cheeselessness is the discomfort zone.

Smell the cheese often



Let go of old cheese to find new cheese.
Old beliefs do not lead to new cheese.

Suggestions

to insure that benefits exceed costs 4

When you hear yourself saying:

- Who moved my cheese?
- I'm entitled *not* to have my cheese moved.
- I'm afraid to look for new cheese.
- I'm going to wait here until they put the cheese back.

Stop whining.



Check Your Attitude

- Seek first to understand
- Value differences
- Accept that change happens

The cheese WILL move

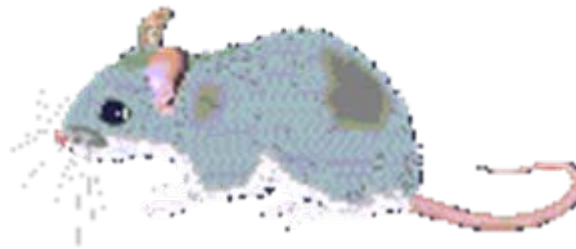


Look for new cheese



It's safer to move with the cheese
than remain in a cheeseless situation.

CONCLUSIONS



Be prepared for the cheese to move.

Move with the cheese.

Give cheese.

SOURCES

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