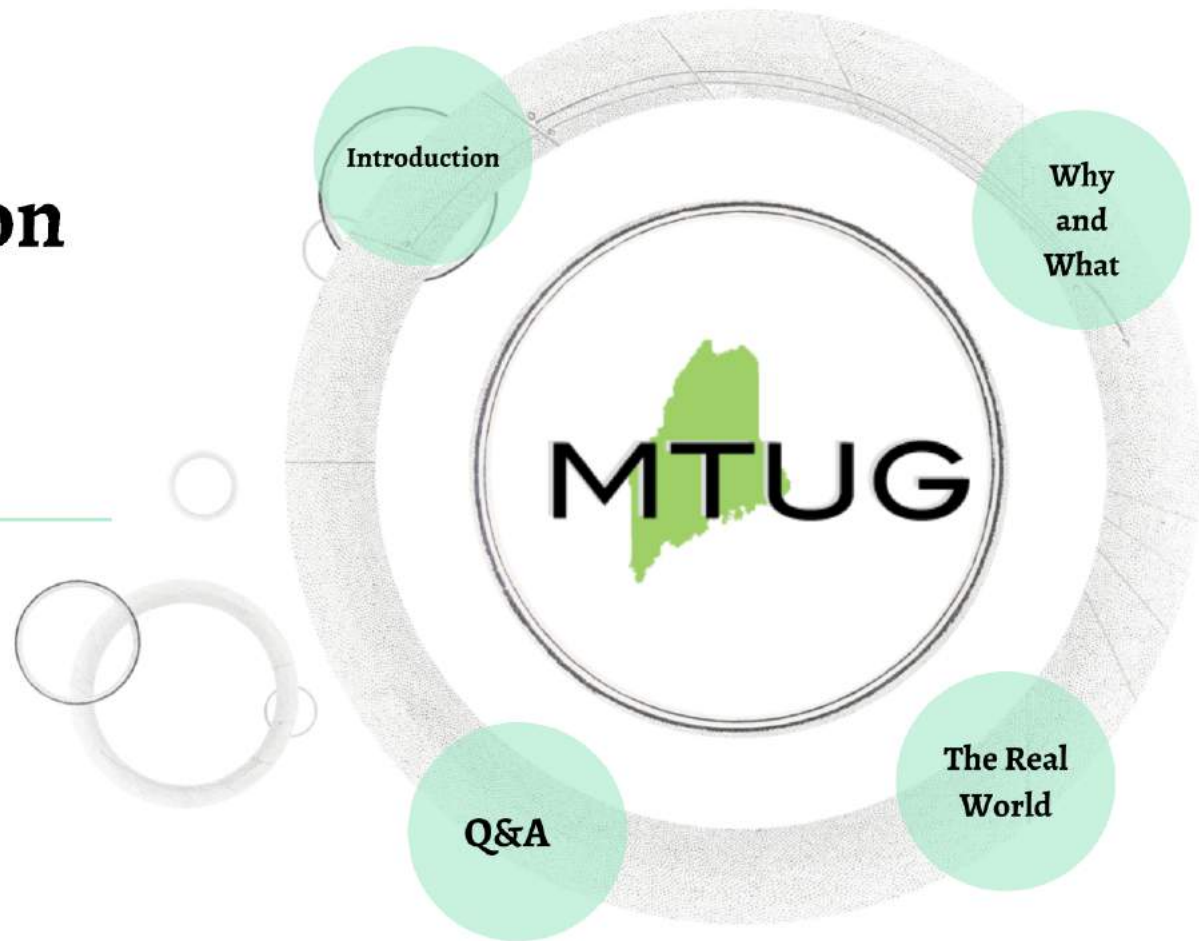


Supporting Collaboration with Technology

*Presented by Scott Larsen
Exclusively for MTUG*



Overview

The process of implementing a technology is much less about the technology, and much more about the process.



About Me



Concepts



Values



LinkedIn:
[linkedin.com/cnsrvative](https://www.linkedin.com/company/cnsrvative)

email:
madmangonesane2019@gmail.com

personal blog:
[madmangonesane.wordpress.com](https://www.madmangonesane.wordpress.com)

primal
LEADERSHIP



Technology executive specializing in rapid scaling and high availability architectures and organization structure/restructuring

15 years in high-profile technical event production

- Country music awards, Summit of the 8, USOC Torch Relay Tour

15 years in technology

- SME for Nortel/Deutsche Telekom broadband deployment in Europe
- Held nearly every level of technical role in IT
- 4 start-up organizations, 10 years in healthcare IT
- Interviewed and quoted in national media outlets including CIO Magazine and the NYT

Most recently CTO for Mingle Health

- Healthcare focused on patient quality data analytics and BI
- 120 employees and contractors in 15 states and 4 different countries

Founder of Primal Leadership program and Ice The Pain Foundation



Concepts

Collaboration is not a tool, or software

Collaboration is not a process

Collaboration starts with people

**Two or more people working together
towards shared goals.**



Start With Why

Macro Level:

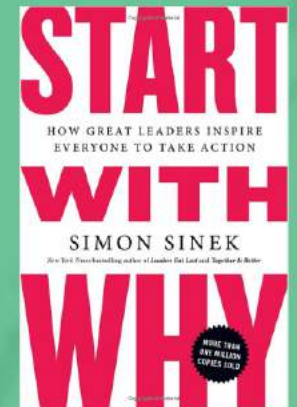
People don't buy what you do, they buy WHY you do it.

Micro Level:

People embrace change they believe in, they resist change they don't understand

- If you want to inspire people to change, always communicate WHY first
- Excited and engaged employees are the best resource for any business

Key to adoption of any technology is using WHY as a starting point, and communicating it throughout the process.





Smart Company vs. Healthy Company

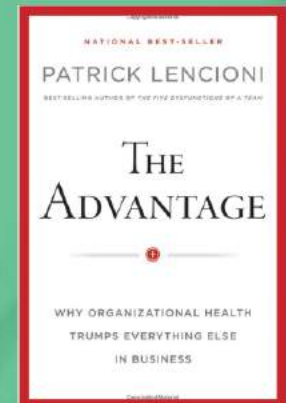
Macro Level:

Smart companies understand their strategy, their marketing, their technologies.
Healthy companies have minimal politics, minimal confusion and high morale

Micro Level:

Collaboration and the use of collaboration tools requires integrity to the process,
the ability to focus on the needs of the stakeholders vs. blind adoption of a tool
based on price or platform

Key to adoption of any technology is setting up an environment where the best idea wins, regardless of the source.



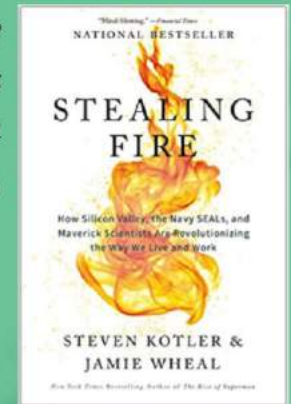


Innovation and Changing Hearts and Minds Part 1

Innovation Is Hard:

You need to understand different points of view and have difficult discussions. If there's not an argument somewhere, you are not innovating, you're going backwards. (Richard Branson)

When it comes to problem-solving, we tend to get locked into using familiar tools in expected ways. The technical term for this is the Law of the Instrument. Give someone a hammer and, indeed, they'll look for nails to pound. But present them with a problem where they need to repurpose that same hammer as a doorstop, or a pendulum weight, or a tomahawk, and you'll typically get blank stares.





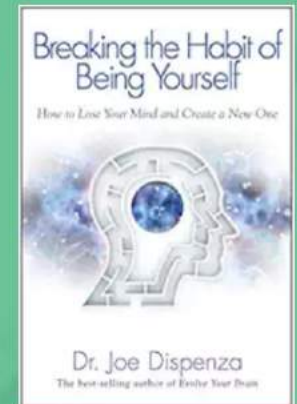
Innovation and Changing Hearts and Minds Part 2

Change is Hard:

You can't solve a problem using the same level of mind that created it. You must change the way you think about something before you can change the results.

Involving stakeholders in a truly collaborative process is a huge measure of difference from traditional "cooperation" and will lead to much better results.

*Think of it this way: the input remains the same, so the output has to remain the same.
How, then, can you ever create anything new?*



Key to adoption of any technology is ensuring you are not getting stuck in old ways of doing things, that you are innovating, and meeting the current AND future needs of the organization.



4 Values of Agile Organizations

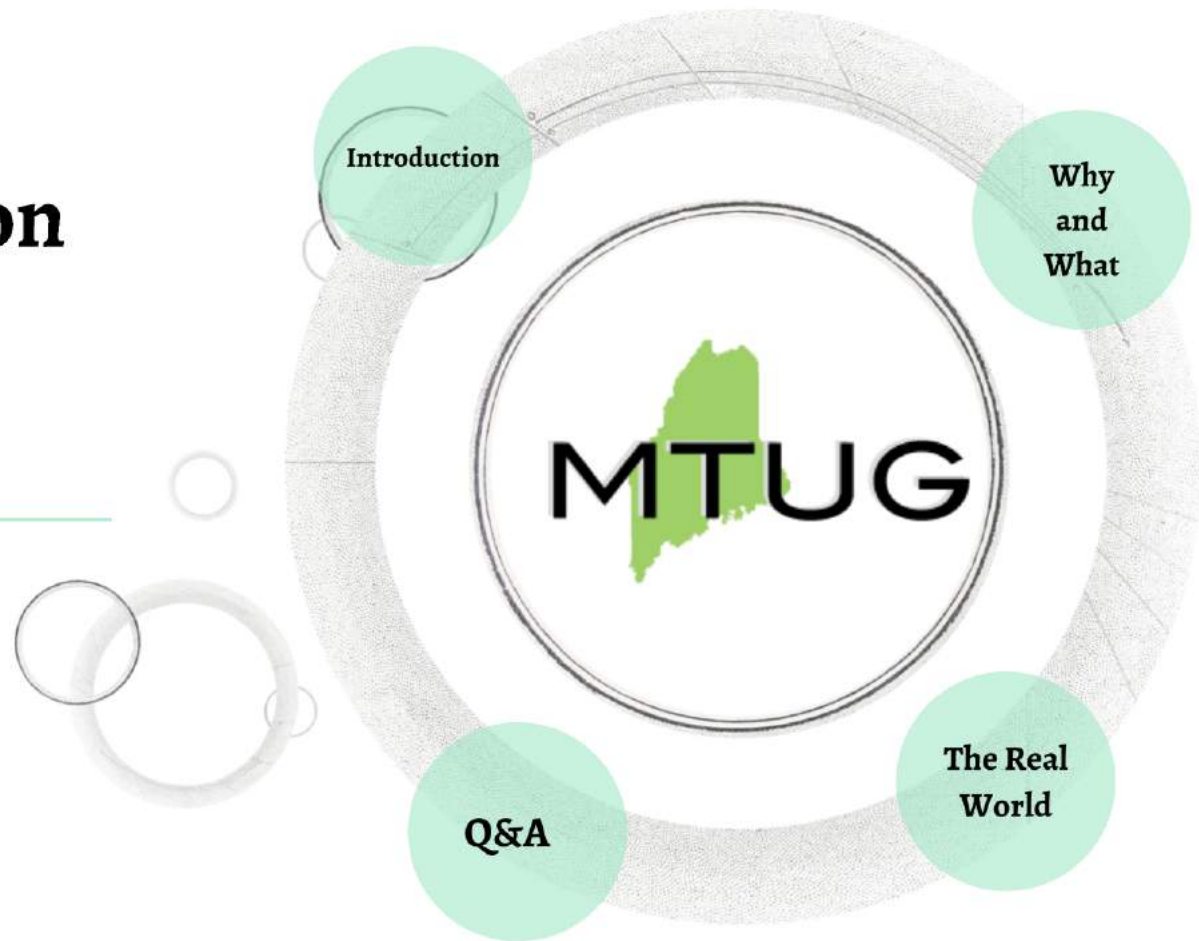
We value:

1. Individuals and Interactions Over Processes and Tools
 2. Working Software Over Comprehensive Documentation
- or;
2. Functional Business Processes Over Policy and Procedure
 3. Customer Collaboration Over Contract Negotiation
 4. Responding to Change Over Following a Plan

Key to ensuring success in selecting and deploying applications in the enterprise: collaboration.

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WHY?

*People don't buy WHAT you do,
they buy WHY you do it*
- Simon Sinek

- People first, never tools.
- Process must be understood.
- Tools support the process and the people.

People

Process

Tools

Stakeholders

- Identify and map stakeholders
- Make a communications plan
- With Stakeholders, draft the governing statement for the project - outline the WHY

Build a cohesive team:

A cohesive team requires:

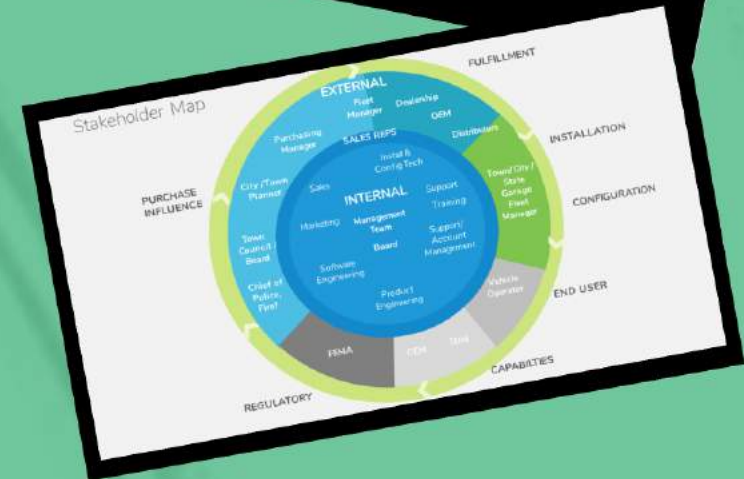
Trust, Conflict, Commitment and
Accountability

Create clarity

Overcommunicate Clarity

Reinforce Clarity

Be willing to have conflict



Innovate and Argue*

- Understand and design*
- Common language/Standardization*
- What's the *experience*
- Where's the value?*
- Failure is transitional
- Automate, but not too much!*
- Avoid rules/Maintain Agility*
- Find a way to monitor*
- Validate and TEST*
- Keep it SIMPLE



Gaps and Optimization

What is failing?

- People? Technology can NOT solve personnel problems.
- Process? Technology is NOT a band aid to repair a broken process.
- Tools? Technology implemented without understanding the people and the process WILL fail.



"Imagine, in a world where a 2-year-old can operate an iPhone, you have graduate-educated physicians brought to their knees by electronic health records. When you have more than a quarter million physicians being penalized by the government because of a program reliant on software, I think that most people will understand the math. It's not the 250,000-plus physicians that are the problem, it's most likely the software they're being punished by."

- **Steven J. Stack, M.D., president of the American Medical Association**

Tool Selection is Hard

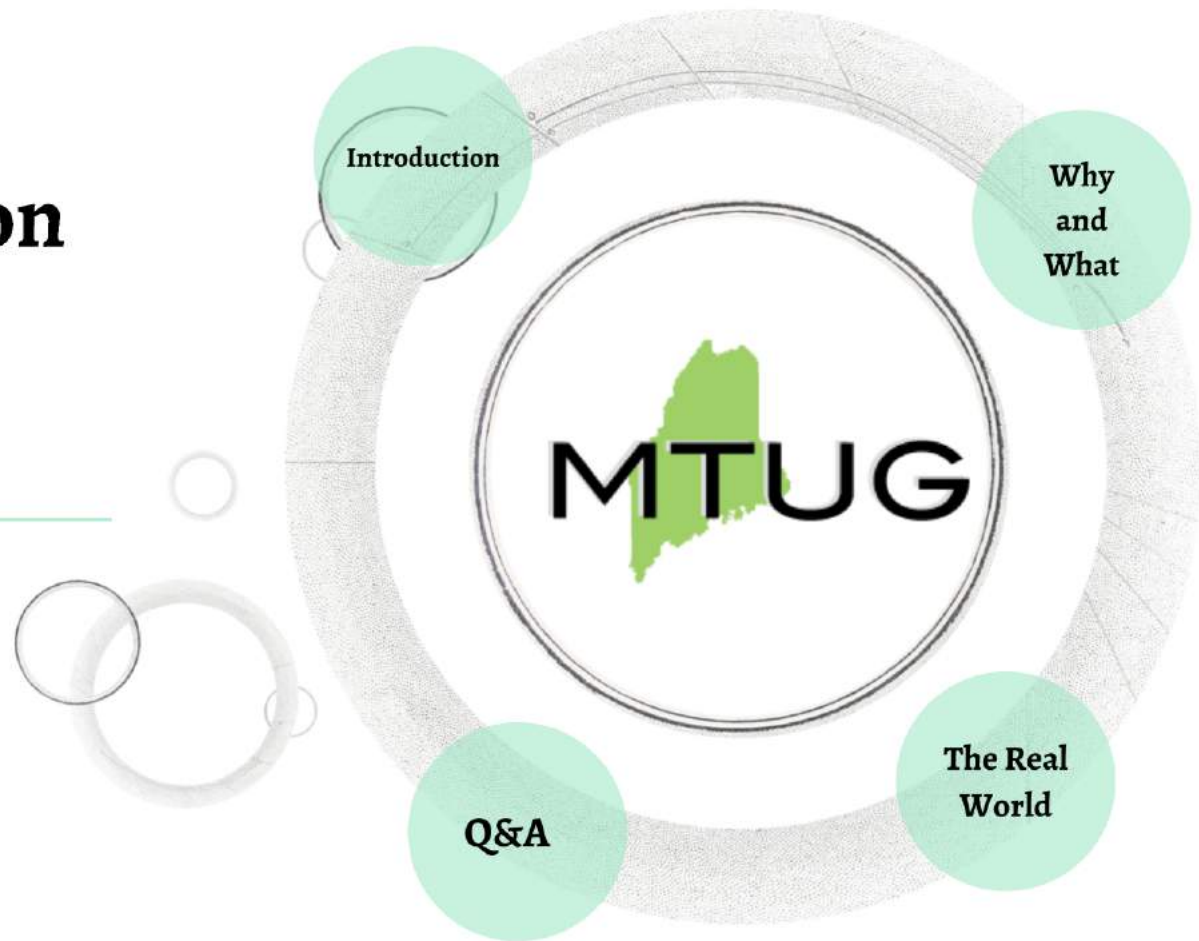
There are over 320 distinct products that identify themselves as "collaboration tools"



Key to ensuring success in selecting and deploying applications in the enterprise: collaboration.

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Example MingleHealth

Mingle Health is focused on improving the delivery of value-based healthcare to create better patient outcomes by simplifying data collection, quality reporting, and preventive care through a comprehensive, end-to-end quality-improvement platform.

120 Employees and Contractors

15 different US States

4 Countries

Clients in all 50 states and 5 of the 14
US territories

Disclosure

Collaboration
Challenges

Approach
and Results

Disclosure

I no longer represent Mingle Health. The opinions and facts used within this presentation are my own and do not necessarily reflect the positions or current operations of Mingle Health. The examples in this presentation are based on my experience within Mingle Health at the time and represent my opinions and beliefs.

I do not receive compensation from MTUG or any other party for this presentation.

Collaboration Challenges



Client Consultants had real-world information to share across silos

During the busiest time of the year conversations were impossible to carry across teams.

Meetings were completely out of the question given time pressure to support clients.

Information needed to be shared across client support, sales, marketing, finance, IT and development

Process

- Identify Workflows and understand where cross-functional communication is required
- Identify groups necessary for each type of communication (stakeholders)
- Identify and **communicate** the goals of the effort
- Select tool that supports the workflows of all stakeholders
- **Communicate**
- Configure
- Deploy beta model
- **Communicate**
- Test
- **Communicate**
- Correct
- **Communicate**
- Deploy to organization
- **Communicate**

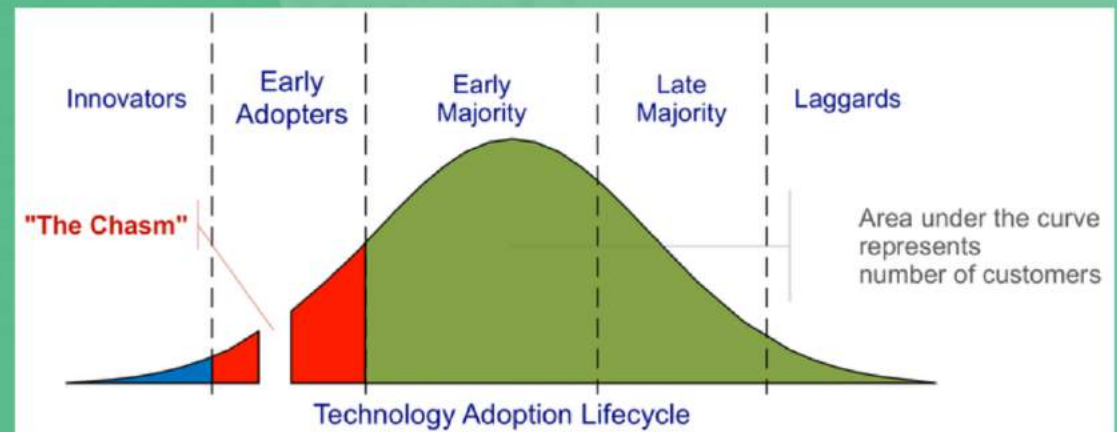
Challenges

Approaches
to Resolve

Results

Key Challenges

- The early adopters had been using Slack for 2 years already
- The new "majority" was a population that would normally fall in the "laggards" category
- Ongoing training and orientation with the product and processes



Approaches to Resolve

- Forced "all company" communication through Slack
 - All HR communications, financial communications, CEO communications etc.
 - Managers and leaders would move conversations from Email to Slack
- Instituted automated information deployment into Slack
 - Relevant operational metrics, etc.
- Scavenger hunts in Slack Channels
- Informal communications channels in Slack
- Manager's following up with employees during stand-ups, one-on-ones
- Executive participation

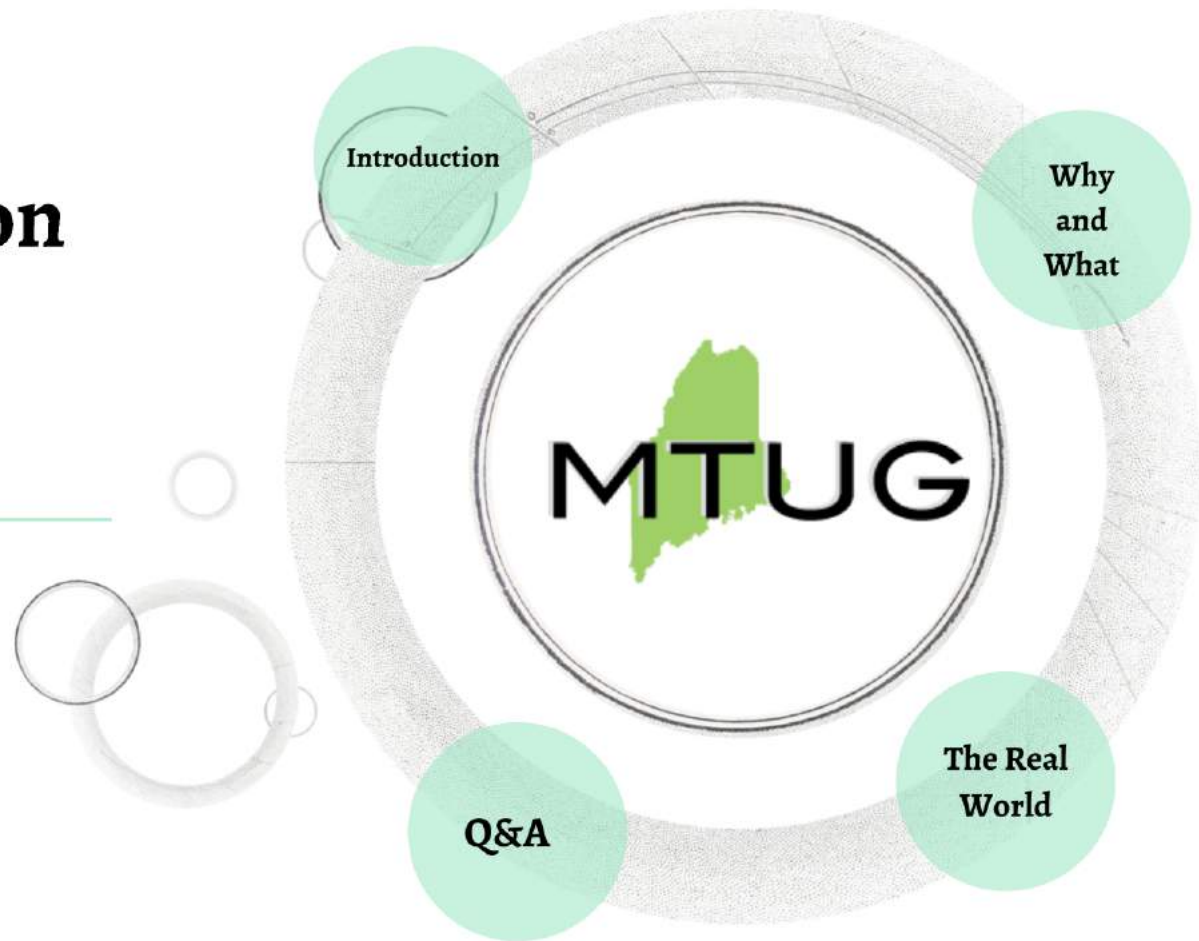
Results

- **Increased our client to consultant ratio by 60% over previous year***
- **98 Net Promoter Score (+70 is considered "exceptional")***
- **99.99% quality rate in all client work***
- 80% of all internal communications shifted to Slack over a period of 6 months. (appx.)
- Product response to client issues/requests dramatically shortened and improved quality
- Drastically improved morale and feeling of empowerment organization wide as employees felt free to share information that previously was siloed.

*Slack contributed to, but is NOT the sole cause of these metrics

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Slack Conversation

If you're interested in asking questions following the webinar go to:

<https://tinyurl.com/y38a6tfq>

And ask your question in the **#mtug** channel!

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