

Welcome to Your Virtual Organisation

Active Collaboration



Definition: *Virtual*

The London Underground



“Having the essence or effect, but not the appearance or form of”

Definition: Organisation

“A body with an orderly structure, a systematic arrangement.”





Information Systems

= Information &
Communications
Technology (ICT)
+
People (People)

= *Definition: Virtual Organisation (VO)*

**A group of
individuals,
organisations
and communities
that collaborate in
their mutual best interests.**

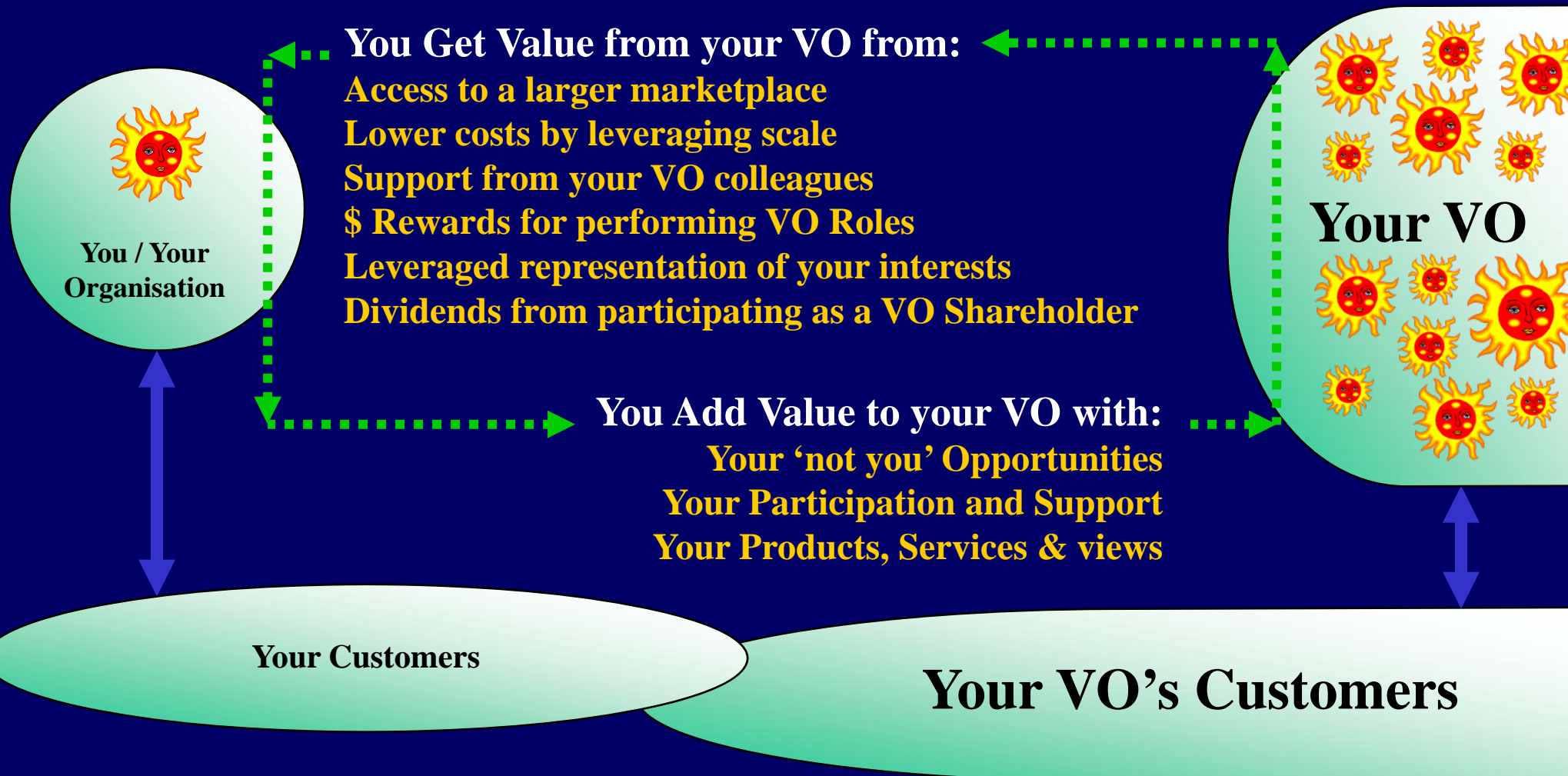


Active Collaboration

Opportunity for the Collaborative VO Approach?

<u>Elements</u>		<u>Opportunity to Go VO?</u>	
<u>People:</u>		One	Many
<u>Locations:</u>		One	Many
<u>Attributes:</u>	Trust:	Low	High
	Mobility:	Low	High
	Resources:	No	Yes
	Performance:	Time	Results
	Common Interest:	Low	High
<u>Information Systems:</u>	Web enabled:	No	Yes
	VO Opportunity:	x	✓
	For a VO (Exernal) or Virtual Teams (Internal).	Low	High

How does a Real VO work?



The Drivers behind the Rise of the VO ...

- **Personal and Professional Networks**
- **Information and Communications Technology (ICT) enabling Digital Networks**
- **Changing Approaches to Business organisations and Life Work Balance**

Why be in a collaborative VO?

Leverage your expertise, markets, resources, infrastructure and costs

Keep your own identity and your independence, wherever you are

Deliver more products and services to more customers

Collaborate with trusted colleagues to achieve serious objectives

Delight yourselves and your customers

Grow your own business as an activity rather than a place



Who could Add and Gain Value in a VO?

Individuals (Independent or member of an Organisation's Virtual Team)

Organisations and Communities

Companies, Trusts, Boards ...

Common interest groups - Clubs, Service Groups, Societies ...

Government - Central, Departments, Local ...

Communities ...

with a Common Interest

Working in a VO ...

You have:

Action, Administration, Accountability, Accounting, Challenges, Change, Choice, Collaboration, Colleagues, Co-operation, Competition, Costs, Creativity, Culture, Customers, Deliverables, Disappointments, Dividends, Dramas, Dreams, Experience, Expenses, Expertise, Excellence, Failure, Flexibility, Goods, Heroes, Independence, Income, Innovation, Issues, Joy, Leadership, Legal Agreements, Learning, Leverage, Management, Marketing, Meetings, Money, Opportunities, Passion, Performance, Personalities, Politics, Practices, Plans, Processes, Professionalism, Projects, Quality, Quantity, Respect, Responsibilities, Results, Rewards, Risks, Sadness, Satisfaction, Sales, Services, Shareholders, Strategies, Structures, Success, Support, Synergy, Systems, Teams, Time, Trust, Values, Vision, Working to Live

... and you have **Death and Taxes**



... Working in a VO

You don't have:

A Free Ride, Anarchy, Boredom, Bosses, Company Assets, Employees, Guaranteed work, Ineffective Colleagues, Living to Work, Nine 2 Five, Non Performance, Overheads, Payroll, Pigeon Holes, Places to Hide, Professional Isolation, Quotas, Salary, Spoon Feeding, Staff, The illusion of Job Security, Them to take the Blame, Work as a Place, Working by Yourself, Work masquerading as your Life

... and you have **Death and Taxes**



Making a VO really work ...

It's a great idea ...

But

... how do you make it work ?



What does it take to build a VO that Works ...

- **Common Interest**
 - Cause, Principle, Purpose, Vision, Values
- **Active Participants**

Individuals / organisations / communities

 - Desire and ability to Collaborate, WIIFUs that satisfy WIIFMs
 - Trust, Integrity, Competence, Performance, Enthusiastic, Active
 - Carefully Selected, Accountable, Responsible, Effective
- **VO as an effective organisation**
 - VO Structures, Practices and Processes
 - Market, Market Presence, Branding, Products and Services
- **Web enabled Information Systems**

... What does it take to build a VO that Works

- **Your VO Structures, Practices and Processes:**
 - Firm or flexible? Formal or informal agreements?
 - Limited liability Company or other legal entity?
 - Ownership, Directors, Shareholders, Employees, Contractors?
 - Overheads & assets, Clicks and Mortar?
 - Membership Criteria, Rights and Responsibilities, Roles, Results, Rewards, Systems?
 - Fat or flat? Command or invitational? Rigorous or casual? Managed or self managing? ...

What works for Your VO?

Cultural Concepts and Processes in a VO

- **Key Cultural Concepts within a VO:**

- Actively Participating
- Collaborating
- Flexibility
- Formalising the informal
- Maintaining your Professional Independence
- Resisting Regression toward the conventional
- Self Management

- **Key Cultural Processes for a VO Participant:**

Accomplishing an effective balance between Maintaining your Professional **Independence** and **Collaborating** with your colleagues

When its Good, its very very good ...

“People or organisations that can resolve the potentially opposing forces of Independence & Collaborating find the VO model an excellent way to work.

When utilised effectively, the VO model provides its customers and participants with the opportunities to transcend the restrictions of both the traditional form of organisation, and those of the independent operation. Innovation and creativity flourish”

**Independent Organisational Psychology Research
of The iE3 Group, 1997 – 98 using the Organisational Culture
Inventory (OCI) questionnaire developed by Cooke and Lafferty, 1983.**



... and when its bad; its horrid

“Rather than being a substitute for inadequacy, a VO is an addition to competency. Effective members use a VO as a means to extend their individual creativity over and above their own capability.”

Those who can not maintain their Independence and also actively Collaborate with their VO Colleagues find the VO model unsatisfactory ... and they leave.”

**Independent Organisational Psychology Research
of The iE3 Group, 1997 – 98**



How do you Go VO? ...

Critical Factors for Active Collaboration in a VO:

Trust

WIIFU

Integrity

Performance

Common Interest

Agreed Structure, Practices & Processes



... How do you Go Virtual? ...

**Work with the right people and organisations
using proven collaborative Structures,
Practices and Processes to enable your VO
at both the strategic and operational levels**
(VO Business Model)

**Implement effective Web enabled Information
Systems**
(VO Website Guidelines)

... How do you Go Virtual?

Take Very Good care of The Money

Apply the 3R Approach: Roles, Results, Rewards

That allows your participants to:

- **Perform Roles ... that are not limited by location**
- **Produce measurable Results ...**
- **Enjoy performance based Rewards**

(Central Billing System)



*Enjoy working as an **Active Collaboration** in a VO*

Delighting Your Customers and Yourselves

... Go Virtual

Where Work is an Activity... not a Place



TLL Tools

VO Business Model

Central Billing System

and Services

TimeLimited Limited Collaboration in Action

www.TLLevo.co.nz

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TimeLimited Limited Active Collaboration



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