

THE DIFFERENT WAYS OF GETTING THE WORK DONE

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Collective effort through the eons has given rise to great achievements,” says Seugnet van den Berg, MD at consulting firm Bizmod. The value of working with others, each party bringing their competencies to the table, is the cornerstone of achieving great results.

“Throughout time there has been different ways of working together - not just at a group level but also at an organisational level,” says van den Berg. Today we focus on speed to market, agility, customer involvement and innovation. Relying significantly on collaboration between teams and organisations to achieve this.



Van den Berg says that collaboration within and between organisations is certainly a popular way of working together, but it is definitely not the only way. She cites the work of Michael Winer, who looks at three different ways organisations can work together. The level of formal integration varies from low to high across these ways of working together. Van den Berg says integration refers to how members are connected, common goals, leveraging and exchanging of resources, control, accountability and levels of trust.

“An understanding of these dynamics enables organisations to choose the best way of working in a situation.”



COOPERATION IS CHARACTERISED BY:

1. A low level of formal integration by the parties involved
2. Relationships are at an individual level, rather than at an organisational level
3. These relationships are used to share information and provide mutual support

4. Organisational goals are not taken into consideration and there is no shared planning
5. Resources and control are separate for each organisation
6. Authority and responsibility rests with the individual organisations



COORDINATION IS BEST CHARACTERISED AS:

1. Although the organisations involved will function independently, they have compatible goals
2. Work needs to be done around common tasks that are structured as a specific project
3. Joint planning is done by the parties involved
4. Leadership and control are shared by the parties involved
5. Authority and accountability remain with the individual organisations



COLLABORATION IS CHARACTERISED BY:

1. A high level of formal integration by the parties involved
2. Organisations involved have integrated strategies and collective purpose
3. Multiple projects over a longer period of time
4. New joint structure and roles are defined specifically for the collaboration group
5. Joint planning takes place and resources are pooled
6. Risk and rewards are shared

“The results that I have witnessed are testament to the importance of applying the correct platform for work. Organisations and teams will achieve their results and get the work done effectively and successfully when this is done right,” concludes van den Berg