Beyond Collaboration: Prepare for High-Performing Teams

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Abstract

As the workplace landscape continues to evolve and organizations need to increase their reliance on teams and teaming to achieve their goals, what does this mean for the physical and virtual work environment? Teamwork is a highly specified form of collaboration in which some insist that teams should always be co-located, while others defend the benefits of distributed teams. Which way works best? The answer is both—depending on an organization's culture, values, goals, and the collaborative technology it chooses to invest in. Aligning these with physical workspaces can ensure teams have all they need to perform well, together.

Takeaways

High-performing teams are skilled at using context to assess and adapt to shifting priorities, coordinate relationships for joint efforts, and efficiently achieve their goals. It is important, then, for teams to have access to as much contextual information as possible. As collaborative technology continues to evolve and provide more immersive experiences with rich information, and organizations have teams engaged across distance, distributed teamwork will continue to improve.

How to set up teams for success:
1. Teams perform better when they have a place to call home—both virtual and physical workspaces.
2. Team outcomes often reflect their interactions—and their home shapes those interactions.
3. Organizational values and team goals govern the boundaries placed upon team activities.
4. Align organizational culture and team goals with virtual and physical workspaces, so their interactions facilitate those goals.

Workstream collaboration platforms for teamwork offer a "persistent conversational workspace" designed to improve team coordination and performance.[1] How to select and coordinate these virtual workspaces with the design of physical workspaces for teams requires asking the right questions.

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1. Gotta, Preset, and Elliot, 2017.

As we continue to chase "peak performance" for our organizations and employees, when it comes to developing teams, it's smart to pay attention to high-performing teams: what they do well and how they differ. A team's success is closely tied to both their goals and the decisions organizations make about team resources—in other words, the context. Since teams are becoming more distributed across locations, what is the role of technology in high-performing teams? By paying attention to this and understanding the importance of a sense of place for teams, we can create the right context with technology and workspaces so people can perform their best.

Why Teams and What Are They?

This may seem elementary; however, it warrants covering for clarity. While recognizing the importance of individual contributors in organizations, we know that working in teams has advantages for both the organization and individuals.[2]

Organizational Benefits:
•   Complex problem solving
•   More unified organizational culture
•   Higher employee engagement
•   Broader offerings of products and services

Individual Benefits:
•   Improved interpersonal skills
•   Expanded knowledge
•   Larger professional networks
•   Enriched belonging: valued, wanted, welcomed

> "Organizations that team well are nimble and innovative. They execute while they're learning on multiple fronts."

Amy C. Edmonson
Novartis Professor of Leadership and Management
Harvard Business School

What does it mean to "team well?" Does that cover all collaborative efforts? What does it look like? Traditionally, working together meant being in the same space at the same time, working on the same thing. Working side-by-side simultaneously on the same task or project meant that you could easily access information from each other as well as build on each other's ideas.

But not all group efforts qualify as "teamwork." So, what exactly is a "team?"

The Difference Between Collaboration and Teamwork

In its most general sense, a "group" is a collection of individuals that are interdependent and behave toward one another as individuals; group work, collaboration, or coordination describe what groups do together.[3] A team is a specific type of group and is defined by four criteria:

1. **Level of Cooperation**
    Team members have mutually inclusive goal attainment
2. **Diversity of Skills**
    Team members have complementary skill sets
3. **Group Identity**
    Team members have a stronger shared identity
4. **Time and Resources**
    Team members are committed to cooperation

So, not all groups are teams, but all teams are groups. And, the ways these criteria define teams will vary—not all teams are alike, nor should they be. The level of cooperation, skill sets, identity, and resources that define a team will be team specific.

Teams and Teaming

Teamwork can be leveraged in many ways. Traditional approaches include (but are not limited to) creating a team based on function or creating a team based on cross-functional roles. A newer approach is to create teams that cut across organizational boundaries—each with their advantages and challenges.

•   **Functional teams** are entities that have well-defined, formal boundaries within the organization, team members perform the same or very similar functional roles in the organization, membership is typically very stable, they work on multiple projects at once—not necessarily with each other—and their goals evolve and are interchangeable over time.
•   **Cross-functional teams** are also entities that have well defined, formal boundaries within the organization. Team members perform different functional roles and membership is typically stable. They work on a single project or task at a time. Duration of activities may vary, but usually a rhythm is set. Once the goal is achieved, members stay together to solve the next problem.
•   **Cross-boundary project teaming** is an activity that crosses formal organizational boundaries—within and without the organization, is made up of members with functionally different roles where membership is more fluid, they typically work on a single project or task at a time, and once the goal is achieved, members move on to different projects.[4]

2.   A.C. Edmondson, 2012;
     Murphy, 2019.

3.   Rothwell, 2018.

4.   Edmondson and Harvey, 2018.

> "Agile practitioners share a mindset that work should, in principle, be done in small, autonomous, cross-functional teams working in short cycles on relatively small tasks and getting continuous feedback from the ultimate customer or end-user. Big and complex problems are resolved by descaling them into tiny, manageable pieces."

Stephen Denning
Author, *The Age of Agile*

Organizations that have successfully adopted the agile mindset embrace three laws:[5]
1. The Law of the Small Team – work is done by small, autonomous teams with short cycles and continuous end user feedback
2. The Law of The Customer – the customer (end user) determines the expected value
3. The Law of the Network – the organization is a fluid, transparent network of high-performing teams, all obsessed with meeting the customer's expectations.

While teaming and agile methodologies are prominently being adopted, one way of leveraging teamwork is not necessarily better than others—it depends on the organization and its goals. This starts with understanding what high-performing teams do well and the ecosystem that they work within, including collaborative technology.

What High-Performing Teams Do Well

Fundamentally, team members need to know how to work together effectively. A high-performing team is one where cohesive, interdependent people quickly and successfully work alongside one another to reach or exceed team and organizational goals. They do this through a variety of activities that pool and optimize expertise from each other.[6]

Working together, in its simplest form, is the sharing of information. To move beyond just the exchange of information is to coordinate efforts among people and arrive at an outcome that is greater than what could be achieved alone.
More Than Sharing Information

High-performing team members do these three things well within and outside of the team:
1. **Adapt**
   Approach and manage uncertainty[7] of evolving contexts
2. **Coordinate**
   Build rapport and foster trust[8] to maintain relationships amidst learning from failures
3. **Achieve**
   Leverage each other's expertise and develop knowledge[9] to achieve goals

Mastery of these skills relies upon communication competence—working with others appropriately and effectively.[10] To be appropriate and effective, people encode and decode verbal and nonverbal cues to understand what is being communicated and the way in which it is being communicated. When these two are incongruent, misunderstanding occurs, and collaboration breaks down.[11]

In short, team members, highly skilled in communication competence, quickly and effectively manage the nuances of working collaboratively. But, they need enough of the right information. If what is being communicated doesn't match the way it is perceived to be communicated, collaboration won't progress smoothly or may get derailed. Keep in mind that message congruence or "matching" are dependent upon broad cultural norms, and these can differ among members in cross-cultural teams. Teams require time and space (context) to build rapport and this relational knowledge.

Access to information-rich contexts provides team members with enough of the right information so they don't get bogged down in misunderstandings.

Why Place Is Important for Teams

Ensuring access to an information-rich context (via physical shared space and analog/digital tools) gives teams the verbal and nonverbal cues to adapt, coordinate, and achieve goals with less misunderstanding. Face-to-face interactions in shared physical space provide each team member the richest amount of contextual information as well as synchronizing activities with each other.

5. Denning, 2018.
6. Johnson and Scott, 2017.
7. Dweck, 2006; Edmondson and Nembhard, 2009; Edmondson, 2017; Edmondson, 2012.
8. Tuckman, 1965.
9. Boquet, Barsoux, and Wade, 2018; Johnson and Scott, 2017.
10. Green and Burleson, 2003.
11. Burgoon and Bacue, 2003.

Likewise, territory contributes to team identity, provides a sense of ownership (even if it is temporary), and can create a sense of belonging for psychological safety—a necessary part of rapport and trust.[12] When a team has a home or a sense of place, including context and territory, they can move beyond just sharing information to achieving goals together.

> Teams perform better when they have a place to call their own.

Team virtual and physical workspaces should address both richness of information and synchronicity. Too often it is assumed that collaborative work should always be performed synchronously with the richest amount of information available. Many activities don't require a lot of rich information and may be better done asynchronously. Team workspaces—virtual and physical—should allow teams to dial in the right amount of information and coordinated efforts based on what is needed, when it's needed.

Synchronous – activities that are performed simultaneously
Asynchronous – activities that are performed separately

To make decisions about teams and their workspaces we need to understand that they work within an ecosystem—an interdependence of social and physical systems that emerge from organizational culture, work processes, physical design of the workspace, and technology.[13]

Oftentimes, that ecosystem places constraints on teams that influence the outcomes of their efforts in a way that mirrors team interactions and how the organization functions.[14]

Just as this applies to shared physical space for teams, it also applies to use of collaborative technology within teams. Collaborative technology needs to do more than send messages back and forth among team members.

> "Collaboration platforms should do more than help employees talk about their work; they should create new ways for employees to do their work."[15]

May Hamilton, Alex Kass, and Allen E. Alter
Accenture

Enabling Virtual Teamwork with Technology

The collaborative technologies that companies should be investing in are those that help shape how work is performed and enable teamwork that leads to better results.

> "The future working environment will require a shift in how we communicate and collaborate….as companies move from email to other tools for communicating, collaborating, and connecting, they will need to develop the right cultural context and adapt workplace policies and processes to help ensure the new environment and expectations enable successful adoption of whatever digital capabilities are implemented."

Stephen Redwood, Mark Holmstrom, and Zach Vetter
Deloitte

Today, these technologies include cloud-based storage systems, digital whiteboards, workstream collaboration software, and even touch-screen devices. Selecting the right technologies and transitioning to them to allow high-performing teams do their best work is difficult. It relies on a culture that embraces the role of collaborative technology in teamwork—a role where technology extends information-rich contexts for teams when they are both co-located and dispersed.

It is imperative for organizational leaders to understand and leverage their ecosystem. Aligning culture, processes, workspaces, and technology sets the stage for team and organization success. Alignment is managed by the decisions made about the ecosystem. These decisions create the boundaries placed on team activities.

> Boundaries impact team and organization interaction patterns that then impact outcomes.

12. Sawyer, 2007; Edmondson, 2004.
13. Becker, 2007.
14. MacCormack, Baldwin, and Rusnak, 2012.
15. Hamilton, Kass, and Alter, 2013.
16. Redwood, Holmstrom, and Vetter, 2016.

Place Is Defined by Boundaries

When teams understand their place within an organization, they can leverage both physical and virtual shared places that provide context and territory for their activities.

Context and territory of such shared places have boundaries—boundaries that are established by the organization's values and goals.[17]

Leaders Define Team Boundaries

Let's take a look at some of the boundaries that govern team activities. How an organization manages and prioritizes these boundaries impacts how teams perceive what is valued and how to achieve their goals.[18] These in turn impact the outcomes of their activities.[19]

Geographical Boundaries
- Where: location for coordinated activities
- When: time for coordinated activities

  Questions for Alignment
  - Where: What is the distance between team members? Are they co-located or dispersed?
  - When: How often do coordinated, simultaneous activities need to occur? Are team members' activities mostly synchronous (simultaneous) or asynchronous (performed separately)?

Organizational Boundaries
- Activities: preferred collaborative modes
- Access: outside access to the team

  Questions for Alignment
  - Activities: What kinds of coordinated activities are needed and preferred for achieving goals? Informing each other? Doing tasks together? Thinking and strategizing together? Connecting with each other?
  - Access: How easily should non-team members have access to the team and their activities? How interruptible are team activities?

Functional Boundaries
- Who: identity memberships
- How Long: duration of the team

  Questions for Alignment
  - Who: What part(s) of the organization do team members represent? Are they all on the same functional team? Do they represent multiple facets of the organization or come from outside the organization?
  - How Long: Will the team be enduring with multiple goals and ongoing tasks? Will the team cease to exist once a specific project is complete?

When these questions have been addressed, you can start to translate the answers into processes, workspaces, and managing collaborative technology for the team.

Organizations that want to leverage the power of teamwork need to carefully align their ecosystem. Based on their values and goals, define these boundaries, develop the right processes, provide teams with the right workspaces, and select/configure the right technology. What is the right technology for teams?

Collaborative Technology for Teams

Teams likely have specific technology and tools essential to the type of work produced, but how that work is coordinated is through collaborative technology.

> "Collaboration platforms should do more than help employees talk about their work; they should create new ways for employees to do their work."[20]
>
> **May Hamilton, Alex Kass, and Allen E. Alter**
> Accenture

The value of collaborative technology is found in how well it provides a seamless, information-rich context as if team members were face-to-face.

We experience life in three dimensions. Are we surprised that three-dimensional virtual spaces would yield better results for interactions and collaboration? Our behaviors are more easily translated in a 3D virtual workspace than within the constraints of a 2D virtual workspace. Collaborative technology that provides a more immersive experience will continue to out-perform less immersive technology.

While this is especially important for complex teamwork, it can be just as important for routine tasks. If the technology does not fully support routine tasks, the ability to achieve team goals declines.[21] Unfortunately, obstacles to using technology can impede the rate at which the technology is adopted.

17. Espinosa et al., 2002.
18. Chatman and O'Reilly, 2016.
19. MacCormack, Baldwin, and Rusnak, 2012.
20. Hamilton, Kass, and Alter, 2013.
21. Majchrzak, Malhotra, and John, 2005.

Addressing Pain Points and Assessing Technology

A user's assessment of technology is heavily influenced by pain points. Pain points can include set-up time, learning functionality, difficulty finding up-to-date content, connectivity errors, or having to use multiple technology tools at the same time.

Onboarding, on-going education, and change management programs help with transitioning to new technology. As these pain points are reduced for users, user assessment then centers on five capabilities for distributed cognition crucial for teamwork:[22]

1. **Ownership**
   Easily identify who authored a message
2. **Easy Travel**
   Move effortlessly among messages to examine historical, analytical, motivational, and situational information
3. **Multiple Perspectives**
   Enable comparisons of perspectives conveyed in a message against alternative perspectives on the issue
4. **Indeterminacy**
   Allows for partial and tentative messages
5. **Emergence**
   Allows for the emergence of new categories, constructs, and levels of abstraction for describing and organizing messages

Immersion within the context of collaborative technology, when necessary, reduces the burden on the user to translate actions from the physical world to the virtual world.

Providing Information-Rich Contexts for Synchronous and Asynchronous Teamwork

Richness of interaction cues varies across digital technology. The closer the technology mimics the qualities of shared physical space and what we do within it, the richer the experiences become. For example, many professionals promote video conferencing over audio conferencing because we gain additional nonverbal cues when we can see each other. Recent research demonstrates that seeing facial expressions is associated with the collective intelligence of the collaborators.[23]

Relational information via nonverbal cues, however, can be difficult and cumbersome to convey through collaborative technology if interactions are asynchronous.[24] Therefore, collaborative technology that stores or embeds ideas in the virtual environment acts as a record of activities as well as communicates those ideas to team members. This can provide asynchronous coordination with some contextual interaction cues such as ownership, multiple perspectives, indeterminacy, and emergence.

To round out desired features, collaborative technology that allows for shared experiences with this rich content that is organized spatially—rather than linearly, one piece of content at a time—can allow for less fragmented activities and information, and better, faster decision-making.

> "As the quantity of locations, information, and people increases, the ability to get on the same page decreases. The explosion of digital content and tools is both great but also poses serious challenges. Organizations need to combat the effects of digital fragmentation."[25]

Demian Entrekin
CTO, Bluescape

Workstream Collaboration Platforms

High-performing teams will need individuals who can contextualize quickly and accurately. The technology should meet those needs. Workstream collaboration platforms offer a "persistent conversational workspace" designed to improve team coordination and performance.[26] These platforms can help team members engage with one another on a shared experience of their content—their work and their mission. And, that shared experience should engage their senses of sight, sound, and touch as it provides access to all relevant content. Having everyone experience the same thing in the same way cuts down the chances of misunderstandings and time wasted trying to "get on the same page."

Workstream collaboration platforms should address the following:

Minimize Friction and Reduce Waste
Without a shared workspace, friction between teams increases and that friction leads to waste. It's not just about costs, but also about missed opportunities. Teams often work on the same thing from different angles without realizing it.

Overcome Problem Solving Frustrations
Research around learning and business processes demonstrates that virtual three-dimensional spaces assist in knowledge building and allow for more effective work

22. Boland, Tenkasi, and Te'eni, 1994; Zhang, Venkatesh, and Brown, 2011.

23. Chikersal et al., 2017.
24. Rothwell, 2018.
25. Entrekin, 2019.

26. Gotta, Preset, and Elliot, 2017.

processes and outcomes.[27] Look for platforms that provide access to content in a way that can be viewed spatially versus linearly. This can help teams think differently. Instead of being forced to view information one piece at a time, team members can see the whole picture all at once. This allows for better decisions that happen faster.

Categorization of Team Knowledge
Using traditional tools to create documents, spreadsheets, or presentations, our information becomes dispersed and disconnected. Everyone has a wide range of places to put their files. Workstream collaboration platforms can provide the one place to put their shared files.

> Providing a workstream collaboration platform for teams creates the virtual context essential for high-performing teams.

Ideally, well designed workstream collaborative technology will provide all five of the capabilities in an intuitive manner: Who authored what? Can I navigate easily? Can I get the big picture? Where did we leave off? How can we re-think this? It goes beyond instant messaging systems. As an extension of working together, the technology should help teams engage in their work together whether they are distributed or not. And, their team workspaces need to provide access to that technology.

Approach integrating collaborative technology into team workspaces based on how teams work best. This implies the workspace design should include that technology from the start.[28] What else do teams need in their workspaces?

Team Workspace Design Implications

Team workspaces are distinct collaboration spaces that are specific to the team. While all team workspaces are collaborative, not all collaborative spaces will work for teams. Teams frequently have developed specific ways of doing things and need specific tools and perhaps storage.

> Assuming teams can use ad hoc collaboration spaces for team activities shortchanges the team—the context for their work becomes disjointed.

Since workstream collaborative technology provides a virtual home for teams, each team should have access to a technology-enabled team workspace. Depending on how the organization defines the boundaries for teams will determine the design and utilization of team workspaces. What follows are guidelines for understanding and implementing boundaries for team workspaces.
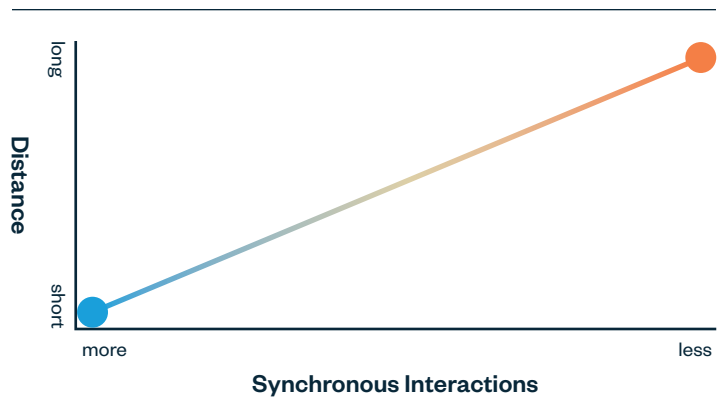
Geographical Team Boundaries
Team Workspace Size and Technology
Shared physical space should accommodate the whole team as it provides immediate access to each other and tools. It facilitates synchronous interaction well because people have access to a rich amount of interaction cues to more easily determine congruence and meaning.[29] They also have access to tools specific to their ways of working.

The shorter the distance between team members, the more likely synchronous interaction occurs—desired or not. The greater the distance between team members, the more asynchronous interactions become without the use of collaborative, communication technology. Think carefully about how often team members need to coordinate synchronous activities to reach their goal(s).

**Likeliness of Synchronous Interactions Between Team Members Based on Distance**

Distance (long / short) vs. Synchronous Interactions (more / less)

27. Mason and Watts, 2012; Brown, Recker, and West, 2011; Minocha and Morse, 2010.

28. Heeramun, Nikolic, and Harty, 2015.

29. Rothwell, 2018.

30. Cameron and Quinn, 2011; Chatman and O'Reilly, 2016; Bahr, 2015.

## Organizational Team Boundaries

Team Synchronous Activities

Because organizational goals and employees change over time, the norms that arise and resulting culture are never static. Being intentional about developing the right kind of culture (and sub-cultures) at the right time can impact an organization's effectiveness at achieving goals. The Competing Values Framework™—a model developed from the major indicators of effective organizations that defines four culture types—offers a means of assessing the ways in which organizational culture can differ via a value system based on two dimensions: flexibility versus control and internal versus external orientation.[30]

Competing Values Framework of Organizational Culture
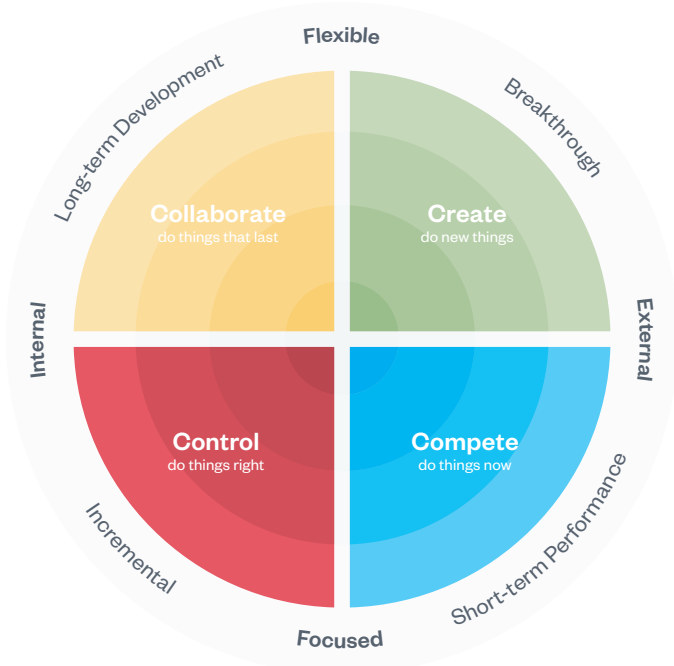
For instance, results from a meta-analysis of 6,341 organizations and another geographically diverse study indicate that adhocracy (Create), clan (Collaborate), and market (Compete) cultures all facilitate innovation well whereas the hierarchy (Control) culture does not.[31] If the goal of the organization is to be more innovative, shifting from a hierarchy culture towards an adhocracy (or other culture) should help. Different types of cultures within an organization will be prioritized at various points in time, and whatever a team does, it is situated within the organization's evolving cultural context.

Preferred Collaborative Modes for Organizational Culture Types
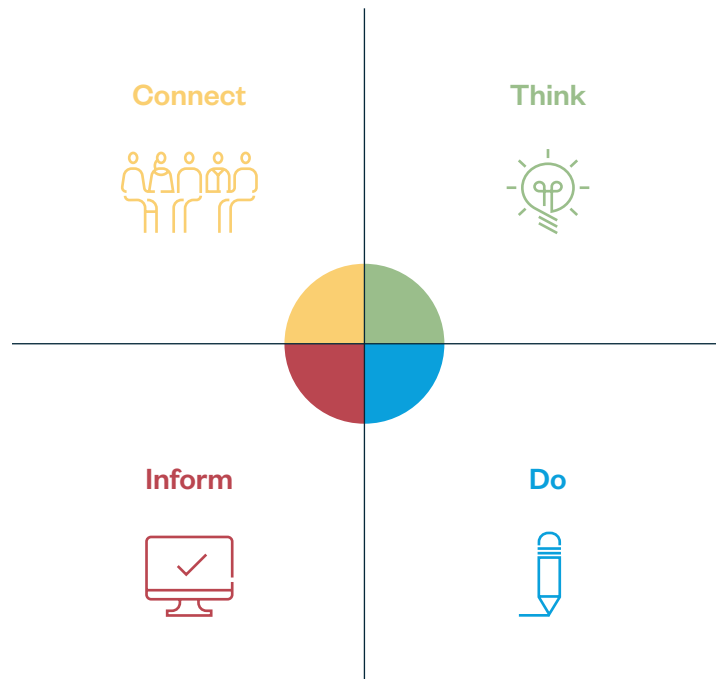
The Competing Values Framework culture types allow organizations to understand how organizational goals influence the rate of innovation—faster vs. slower—as well as the magnitude of innovation: incremental or groundbreaking.[32] Culture will impact how teams interact within the organization as well as how team members interact with each other. They'll have preferred ways of collaborating.

While all teams will experience all four collaborative modes, their team culture will have a preferred mode for team (synchronous) activities:[33]

- **Inform**: incremental improvement; process-oriented
- **Connect**: longer-term development; relationship-oriented
- **Think**: strategic breakthrough; idea-oriented
- **Do**: faster execution; speed-oriented

31. Büschgens, Bausch, and Balkin, 2013; Alas, Ubius, and Gaal, 2012.
32. Cameron et al., 2006.
33. Haworth, 2020.

Access to the Team Workspace

Confidentiality of work, use of specific team tools, need for cognitive insulation for uninterrupted work, and intention to collaborate outside of the team all impact access to team workspaces, including team storage.

- Barriers range from none to full enclosures. These control visual and auditory access to the team, providing insulation and privacy/confidentiality.
- Adjacency distance impacts likelihood of access. Shorter distances provide more opportunity for outside interaction than farther distances.

**Team Workspace Access Managed by Enclosures and Distance**
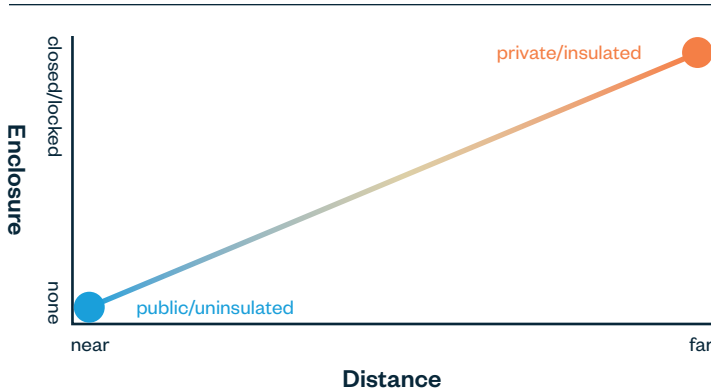
Functional Boundaries
Team Workspace Ownership

Frequency of synchronous activity influences how likely the workspace is utilized by the team. The more often synchronous (simultaneous) activities occur, the more likely the team workspace will be dedicated to a functional team or to cross-functional teaming activity. The less often synchronous activities occur, the more likely a team will share their workspace with others. All teams deserve to "own" team workspaces, but those could be shared with other teams or utilized for ad-hoc meetings when not in use.

Team Workspace Ownership and Sharing Depends on Frequency of Synchronous Activities
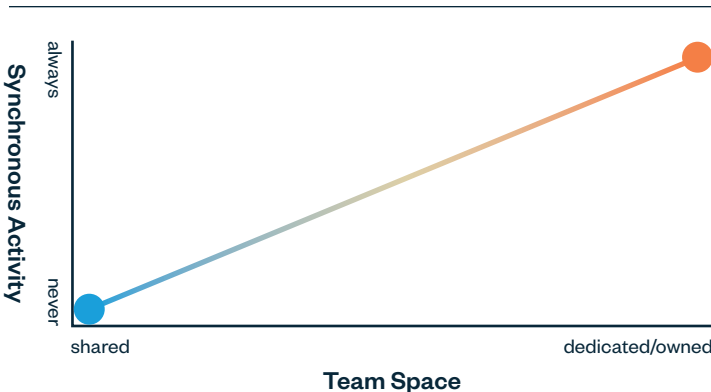
Team Workspace Permanence

Duration of team lifecycle impacts the permanence of workspace boundaries—from thresholds into workspaces (implied boundaries) to physical barriers—and available storage. NOTE: Available storage also may vary from open to closed/locked depending upon access boundaries set for the team.

Permanence of Team Workspace Boundaries and Storage Depend on Team Lifecycle
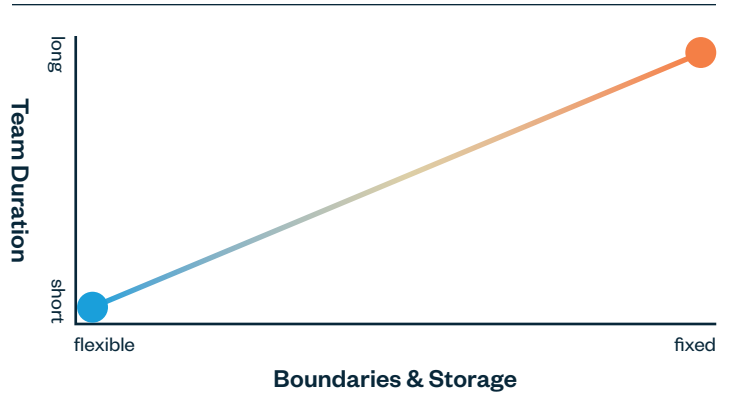
Team Workspace Identification

Signifiers identify the space for others and bring the team's identity forward for team members as they enter the workspace. Some signifiers are static, while others can vary.

Static Signifiers:
- Team Artifacts – physical items and outcomes of activities (e.g., diagrams on a whiteboard) that belong to the team
- Tools – team activity-specific tools and equipment
- Team Branding – signage and design elements

Signifiers that Vary:
- Threshold – provides a sense of territory for a team and varies by:
  ◦ Boundary (implied by physical barriers)
  ◦ Degree of Permanence (flexible/mobile to fixed)
- Storage – affords access to team-owned resources and can vary by:
  ◦ Degree of Access (open to closed/locked)
  ◦ Degree of Permanence (mobile to fixed)

Leverage the Right Places by Answering the Right Questions

It is important for teams to have access to as much contextual information as possible. As technology continues to evolve and provide more immersive experiences with rich information and organizations need to have teams work across vast distances, distributed teamwork will continue to improve.

What do you need to know to set up teams for success?

- Teams perform better when they have a place to call home—both virtual and physical workspaces.
- Team outcomes often reflect their interactions. Their home shapes those interactions.
- Organizational values and team goals govern the boundaries placed upon team activities.
- Therefore, team virtual and physical workspaces should align with the organizational culture and the team's goals.

Both virtual and physical team workspaces should provide team members with information-rich contexts. How to manage them will depend on organizational values and goals. Selecting the appropriate workstream collaborative technology and designing team technology-enabled workspaces requires knowing what questions to ask.

Workstream Collaborative Technology-Enabled Team Workspaces

High-performing teams need technology-enabled team workspaces in the workplace. They should include a workstream collaboration platform that allows the team seamless access to their working context and content. These spaces should be designed in alignment with their goals and the organization's values.

Below is a summary of how organizational values and goals impact considerations to meet these requirements. What teams produce often reflect the way in which they work together. Give teams what they need to get to their highest performance for the goals you desire.

Geographical Boundaries	Digital Workstream Collaboration Platform Features	Physical Team Workspace Design Considerations
Where Location for coordinated activities	Close gaps in physical distance.	Provide optimal conditions for a team's synchronous activities. Accommodate all team members.
When Time for coordinated activities	Coordinates synchronous and asynchronous activities.	Frequency and duration of synchronous (simultaneous) activities indicate dedicated space that is owned or shared.
Organizational Boundaries		
Activities Preferred collaborative modes	Ability to dial in the right amount of information with a singular shared experience of team context and content.	All teams inform, connect, think, and do. One collaborative mode may be preferred,* but all teams will engage in all modes to some extent.
Access Outside access to the team	Assigning varied permissions manages access to team context and content.	Adjacancies and boundaries manage range of access from private, insulated to public, uninsulated.
Functional Boundaries		
Who Indentify memberships	Ability to track authorship for multiple perspectives.	Artifacts, branding, team's specific tools, and storage signify the team and member identity.
How Long Duration of the team	Creates indefinite record of content and activities with access via personal and shared team devices.	Permanence of furniture features and equipment range from fixed to flexible.

* For insights into preferred collaborative modes, see our white paper, Aligning Organizational Culture and Collaboration Spaces.

Contributors

Beck Johnson holds a B.S. in Scientific and Technical Communication and an M.A. in Communication. With 15+ years of experience in social science research methodologies and as a Senior Research Specialist at Haworth, she conducted primary and secondary research at the intersection of human and organizational performance in the workplace.

Marta Wassenaar, LEED AP, holds a B.A. degree in Psychology and Business Administration and is the Global Innovation Manager for Haworth's Global Design and Innovation team. With 20+ years' experience in the contract furniture industry, she leads global market insights and research to support the advanced development of Haworth's products and solutions.

Shawn Murphy holds an M.B.A. from Drexel University, LeBow College of Business, and a Bachelor's in Organizational Behavior from the University of San Francisco. He is a curious, results-oriented HR leader with over 20 years' experience as a talent and organizational development professional. What sets Shawn apart from other leaders is his ability to bridge human needs with those of the business to achieve extraordinary results.

John Scott, LEED AP, NCIDQ, holds a B.F.A. in Interior Design with an emphasis on Interior Architecture. He has extensive workplace design experience, with specific expertise in workplace strategy, design development, and change management. As a knowledge leader for Haworth's Workplace Strategy team, John's focus is on the translation of workplace research into applied design, leading to the solution that best serves a client's strategic needs.

Stefanie Olesh holds a bachelor's degree in Business Management. A dynamic thinker and eager learner, she is a driven professional with the desire to lead teams toward organizational excellence. Her variety of experiences spans from workplace solutions to customer engagement. In her role as Voice of the Customer for Bluescape software, she focuses intently on bringing authentic customer feedback into the core of the business—ensuring the delivery of value-added results for all customers.

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