

# Framework to Measure Cooperation

to improve

## the Effectiveness of all Organisational actions

The **frame work** for cooperation consists of nine conditions for cooperation. The conditions are specific functional processes; structures; mindset and skills in an organisation.

The framework offers tools to measure the effectiveness of the cooperation.



### Nine conditions

1. **The quality of the goal setting** of all cooperating partners. These goals can have the quantities:

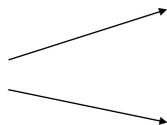
- connected by 
  - not connected
- support each other
  - opposing each other

To lead to cooperation these have to support each other

2. **The quality of the cultural preferences** in thinking and behaviour. The organisation can favour or block four behaviours:

- Competition
- Cooperation
- Self directed
- Helping

This quality can be

- or: 
- Generic: a general preference in all situations
  - Situational

These cultural preferences can be **measured**:

- in stories managers tell to stimulate workers.
- in the reinforcements given to workers when showing one of these behaviours
- in withholding reinforcements or punishing when showing specify behaviour
- in a generic general preference: not favourable for cooperation
- in situational preferences: favourable for cooperation

### 3. ***The quality of ideas on self performances in cooperation.***

To be **measured** by:

- Dominance in self concept of positive experiences with building cooperation
- Confidence in overcoming cooperation obstacles
- Openness to others cultural ideas and behavioural preferences

### 4. ***The quality of the ideas on others*** readiness, willingness, competence to cooperate.

To be **measured** by:

- Dominance of negative cooperative behaviour of others over positive examples in the evaluation of others
- Openness to experiment in building cooperation with others by start 'giving'

### 5. ***The quality of distances*** that have to be bridged starting and continue cooperation.

To be **measured** with:

- Understanding each other professional language (functional different)
- Having a common language to cooperate in projects (the common project management language)
- Competence to bridge distances
- Available protocols for cooperation between differences that have to be bridged

### 6. ***The quality of complexity.***

To be **measured** in handling complexities.

- The competence to explain and make all more simple
- The ability to start with rough guesses before calculating all in detail

7. ***The quality of the communication structure.*** Some qualities block improvement of cooperation, other favour cooperation.

To be **measured** by:

- The rules/practice for communicating:
  - only through the official lines: not favourable
  - also mutual adjustment: favourable
- When communicating:
  - only after trouble: not favourable
  - preparing when it is not necessary: favourable
- Is communicating well structured?
  - in time: regular? or not?
  - a standardised set up? or at random?
  - Protocolled to prevent misunderstanding or chaotic?
- Is the mistake analysis done according to the protocol?
  - see the appendix: the preferred protocol (scheme 1)

8. ***The quality of the practice,*** the behavioural sequence, ***to build cooperation.***

To be measured in the tactics that are used by employees.

- Favourable tactics: Tit For Tat; Continue, only change when the other changes
- Not favourable tactics: Over punishment; Blind giving;

9. ***The quality of specific cooperation skills.***

To be **measured** in the level of performance in practicing these behaviours:

- Offering cooperation by sharing the pay back
- Bridging differences
- Monitoring others behaviour and own behavioural effects on others
- Act direct when others act uncooperative: have a talk
- Willing to forgive and make a new start.
- Willing to fight for better cooperative conditions
- Regular scheme of talks on the progress in the cooperation

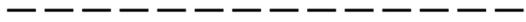
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The framework describes structural conditions. In operation **the dynamics** in cooperation must be seen as a pattern of integrated reinforcing and balancing feedback loops. (scheme 2)

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The frame for improving the organisational effectiveness is **a project** with the sequence:

1. Set the goals of the project:
  - or improving the generic conditions for cooperation leading to protocols that guide the behaviour
  - or a specific cooperation project with the goal to lower the repetition of specific errors resulting from disturbances in the cooperation.
2. Investigate the nine conditions for cooperation on their effect on the cooperation. Investigate the effects of the cooperation: the misunderstanding, errors; the recovery actions; the preventive actions.
3. Share the results of the investigation with all involved. Debate to realise a shared definition on what is going on.
4. Management set goals and calling others to share these. the main question is: what is a desired situation that is in reach in three or 10 months?
5. Specific groups come with proposals on improvement for their own behaviour and that of others.
6. In a shared meeting all proposals are debated. Selected. Test are chosen to measure the improvements and the desired levels of performance. The management decides on the improvement plan
7. The specific groups develop plans to implement step by step the improvements. Agreement with management. All involved agree too on the actions plan.
8. All implementation actions are reported the management and all involved. Regular meetings with the management to discuss the progress based on the regular measures of the cooperation.



The frame work can be applied to **different levels of Cooperation:**

**1. Organisation levels of cooperation**

1. Collaboration with outside the organisation
  1. with clients
  2. with vendors
  3. with government society
2. Cooperation inside the organisation
  1. each individual with others
  2. in a team
  3. cross functional
  4. between teams
  5. in management teams
  6. between departments

**2. Individual levels of cooperation**

1. collaborating with colleagues
2. collaborating with management



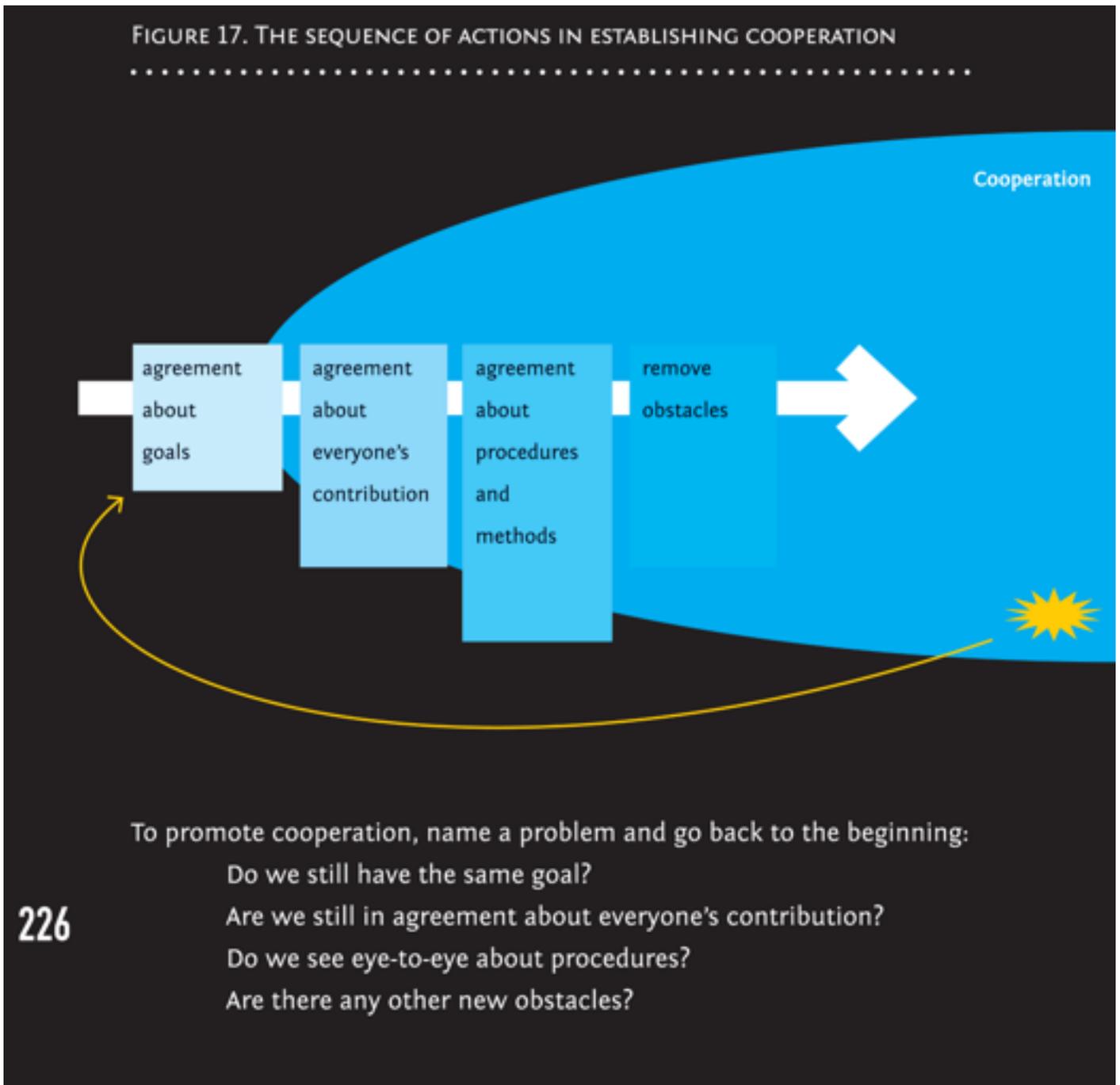
**Two approaches**, goals for an improvement of **Organisation Effectiveness**,  
Define the goals for improvement of collaboration:

Two type of goals:

- a. improving competences to cooperate and protocols for cooperation
- b. reducing repetition of an error, mistake, in cooperation



Scheme 1



Scheme 2

