

# Concepts...



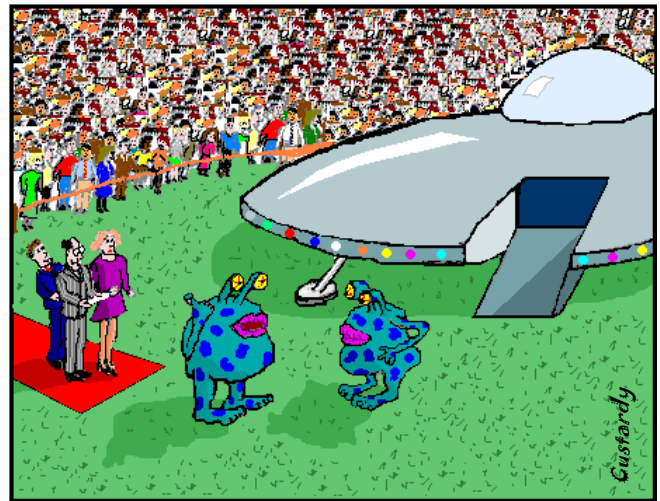
"Concepts" is published by Parvidya Design Partners to raise as many questions as it answers. It is driven by the belief that the industry, its products and its services are ever evolving. The ideas reflect the challenges faced in the continuous journey of innovation and improvement.

## Cooperation:

Managing any large project requires a great deal of co-operation between many people and disciplines. Either as a project manager or as a participant, it is important to understand the dynamics of such a process. A manager can utilize various techniques to achieve an objective and a participant can be aware of the techniques to make suggestions or support the process.

Fundamentally any business objective requires a definition of purpose and design, an explanation of goals and expectation, a scope of function and timing, a plan for implementation and measures to validate the achievement. The question is: How does a possibly disparate, geographically separate and multi-disciplined team frame and complete these steps? There are four approaches which have varied applicability and results. They are: **Consensus, Participative, Collaborative** and **Autocratic**.

The guiding principle of "consensus" is to allow each participant a say in all aspects of the decision process. While it provides the greatest participation, it can be unstructured and may suffer from 'group think'. It will often require a voting protocol to settle differences. Ultimately it may need leadership, separate from its guiding principle, to ensure completion. A "participative" initiative provides a structure for a decision process and allows the individuals to work freely within that structure to decide and communicate their decisions. The process works by providing set questions and challenges to be answered in a certain format or manner. This technique provides more structure than consensus but can still take some time. A "collaborative" method is used when ideas or decisions have been made and then are presented to a group for review, comment and



**"They haven't emerged from the 'hot air' phase of their civilization yet; they want to: 'strategize our synergistic opportunities for mutually collaborative leveraging of our cosmological capital!'"**

validation. This provides an efficient means for decision making and creating ownership but may inhibit innovation beyond the ideas presented. Lastly an "autocratic" approach relies on a single person or committee driving all decisions and the other resources providing an implementation capability. This is the most ruthlessly efficient process providing clear command but limited 'buy-in' or motivation for the members of the team. All the styles have their benefits and issues. In practice, a well managed project utilizes all four techniques to differing degrees in the different project phases. The success of their use will be reflected in the project's achievements, which will be driven in part by the manager's ability to measure progress and adapt along the way.

*Parvidya Design Partners would be pleased to discuss the realization of these concepts with you further. We thank you for your consideration.*

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