

# **Wine and Cheese**

## **The Benefits and Costs of Collaboration**

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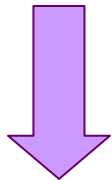
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# WINE -- a.k.a.

Benefits

SWEET



*Wine*



& Costs of collaboration

SOUR grapes



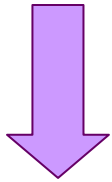
*Whine of life*



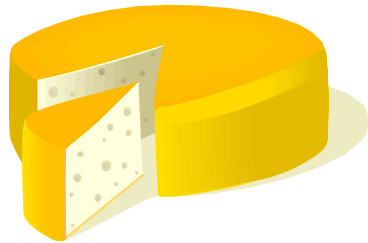
# CHEESE -- a.k.a.

Benefits

COMFORT



*Cheese*



&

Costs of Collaboration

DISCOMFORT



*Cheeselessness*

# Collaboration

Working together  
to accomplish intellectual goals  
by finding solutions that are  
mutually beneficial & satisfying

*CHANGE to find cheese*



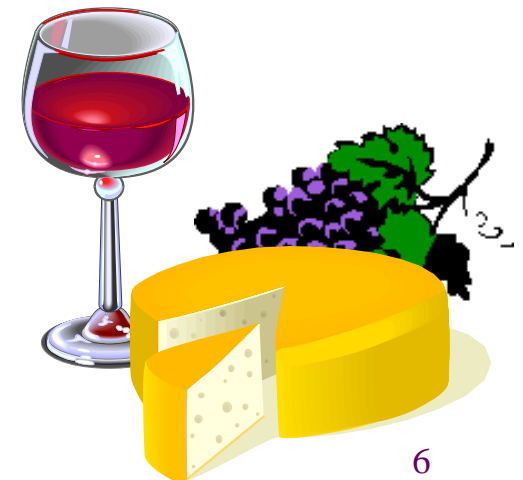
# Observation

- Project proposals are typically apparitions of wine & cheese
- In reality, they entail some whining & cheeselessness



# Partners

- Computer scientists
- Archivists
- Academic librarians
- Museum librarians
- Exhibit designers
- For-profit organizations
- Not for-profit organizations



# Partners like different cheese

- Vocabulary
- Level of detail
- Need for structure
- Tolerance for ambiguity
- Decision-making processes
- Beliefs, assumptions, perceptions



Wine & cheese

# Benefits of Collaboration 1

- Increased opportunities for funding
- Relationships with new colleagues
- Better decisions & deliverables
- Increased likelihood of technology transfer
- Enhanced appreciation of other cultures





Wine & cheese

# Benefits of Collaboration 2

- Opportunities to
  - learn & develop new technologies
  - meet or exceed user needs & expectations
  - improve leadership, management & rhetorical skills
  - exercise virtue
  - change



Whining & cheeselessness

# Costs of Collaboration 1

- Momentary panic over who or how to spend the \$\$\$
- Morale problems if team members aren't team players
- Power struggles
- Personality clashes
- Culture clashes



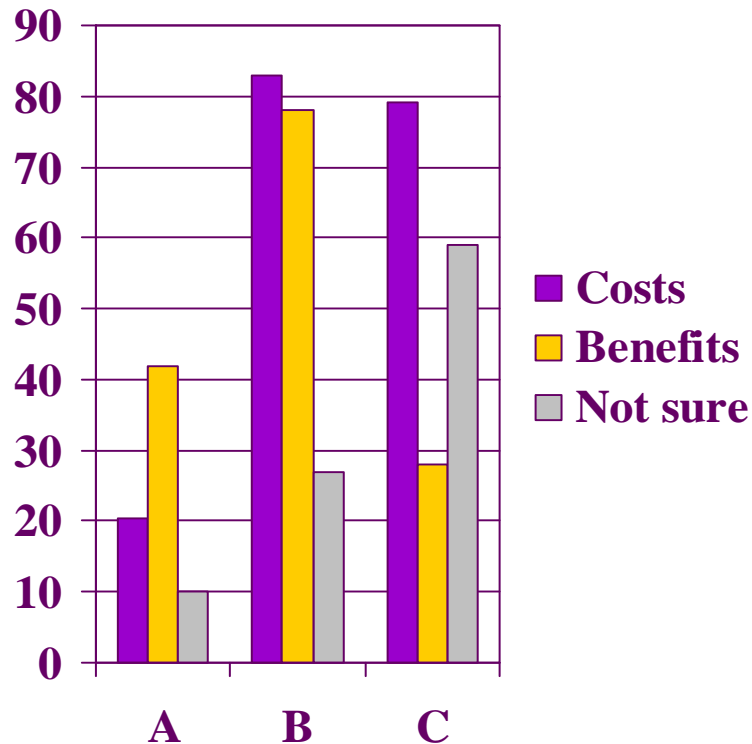
Whining & cheeselessness

# Costs of Collaboration 2

- Tests of
  - whether user needs really drive the project
  - leadership, management & rhetorical skills
  - patience, humility & charity
  - ability to change



# Trade-offs



- Some projects have
  - good benefits at low cost
  - great benefits at great cost
  - great cost for little benefit
- All have ambiguities
- Choose wisely

# Signs of Cheeselessness

- Irritation
- Conflict
- Outbursts
- Low morale
- Apathy
- Compliance
- Absenteeism
- Poor communication
- Poor decision making
- Reduced trust
- Reduced risk taking
- Decreased effectiveness
- Overt blocking
- Covert undermining



Orchestrate Change

# Offers of Cheese

- Treat partners as best customers
- Meet the need to control
- Eliminate surprises & ambiguities
- Establish realistic expectations
- Develop a complete picture
- Sidestep negativity



# Managing Change

- Change inevitably means discomfort & resistance
  - Resistance is a deficiency of either ability or willingness
  - Lack of ability can be remedied with training
  - Lack of willingness can be remedied with consequences
- To change a situation, we need to change ourselves



# Suggestions

to insure that benefits exceed costs 1

- Provide strong leadership & management
  - Management deals with efficiency in climbing the ladder of success
  - Leadership determines whether the ladder is leaning against the right wall
- Efficient management without effective leadership is like “straightening deck chairs on the Titanic”





# Suggestions

to insure that benefits exceed costs 2

- Communicate effectively
- Listen actively & empathize
- Generate trust & credibility
- Delay negative judgments
- Tolerate ambiguity
- Value diversity



# Suggestions

to insure that benefits exceed costs 3

- Understand that *not* delivering everything proposed does *not* mean that the project failed
- Track projects so that others can learn from publications & presentations
- Celebrate milestones achieved.
- Be patient, humble & charitable



REVIEW

# Cheese is comfort food



Eating cheese makes us happy.

# Give cheese to get cheese



The more cheese we give,  
the more cheese we get.

Cheeselessness is the discomfort zone.

# Smell the cheese often



Let go of old cheese to find new cheese.  
Old beliefs do not lead to new cheese.

# Suggestions

to insure that benefits exceed costs 4

*When you hear yourself saying:*

- Who moved my cheese?
- I'm entitled *not* to have my cheese moved.
- I'm afraid to look for new cheese.
- I'm going to wait here until they put the cheese back.

*Stop whining.*



# Check Your Attitude

- Seek first to understand
- Value differences
- Accept that change happens

*The cheese WILL move*



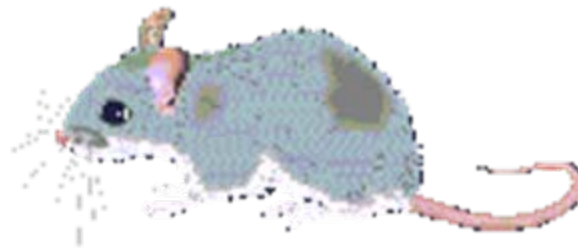
# Look for new cheese



It's safer to move with the cheese  
than remain in a cheeseless situation.



# CONCLUSIONS



Be prepared for the cheese to move.

Move with the cheese.

Give cheese.

# SOURCES

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