

Seminar on Promoting the Use of Information Technology in the Social Welfare Sector

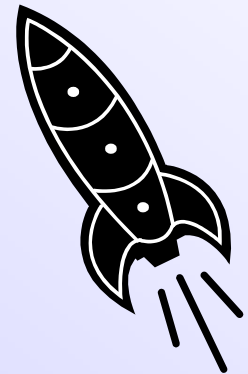
社會福利界推廣資訊科技應用研討會

Synergy in the use of IT for the social welfare sector - Challenging the opportunities

資訊科技在福利界的協同效應-機遇帶來的挑戰

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Leaps in the Adoption of ICT

1. **Borrows** an ICT solution because of an information processing crisis
2. **Develops** its ICT experience through trial and error
3. **Expands** the scope of ICT to become a necessary part of service delivery
4. **Uses** ICT to drive strategy thus maximizing ICT's potential to consider competitive advantage and value creation

Opportunities in

- Hardware
- Software
- Infoware
- Humanware
- Orgaware



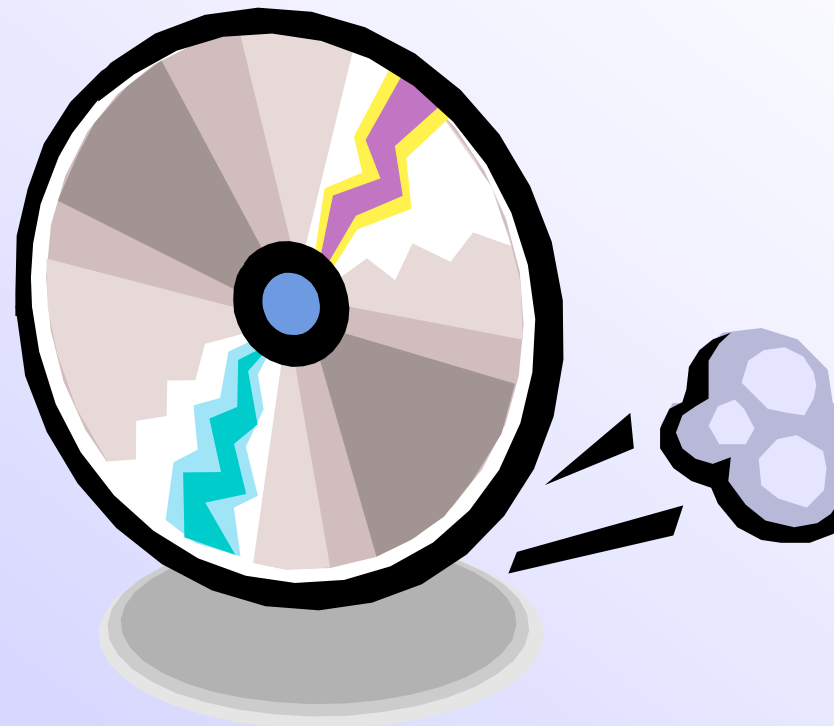


Hardware

- Networked microprocessor-based systems organized in a 'client-server architecture'
- Optical fiber technology and the wireless connectivity

Software

- Open source
- Modular structure
- Portability
- Compatibility

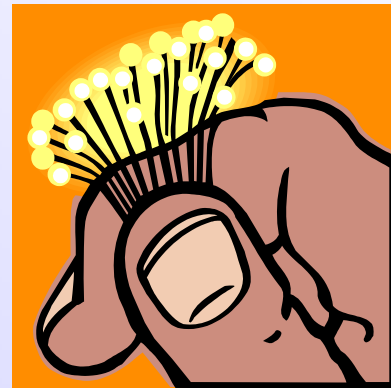


Infoware

- **from** Knowledge Management
- **to** Mobilizing Collective Intelligence



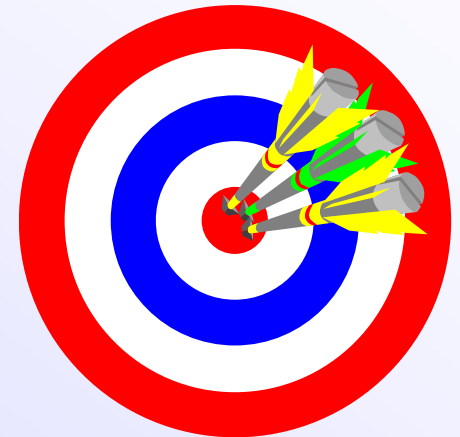
Challenging and Harassing these Opportunities as a late comer



Types of Collaborations

adopted from Campbell, Andrew and Goold Michael (2000: 3))

- Shared tangible resources
- Shared know-how
- Pooled negotiating power
- Vertical integration
- Co-ordinated strategies
- Combined new business creation



Synergy



- ORIGIN: from Greek *sunergos*
= **'working together'**
- “interaction of discrete agencies ... such that the total effect is greater than the sum of the individuals effects.” (Holtzman & Schneider 2002)
- “Collaboration of two or more agents to produce a combined effect greater than the sum of their separate effects.” (Campbell & Goold 2000)

Drivers of Synergy

Broad-based support

Convergence of resources



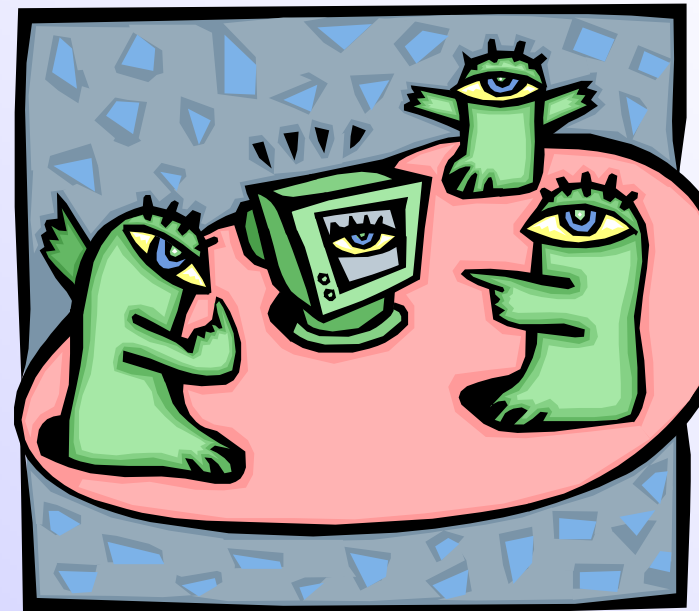
Culture of Synergy

the development of synergy in a group were

- **Willingness** from the sharing of common goals and interdependence, and
- **Ability** from group empowerment and participative involvement.



- Covey's (1990: 264) idea of synergy is that "You begin with the belief that the parties involved will gain insight, and that the excitement of the mutual learning and insight will create a momentum toward more growth"

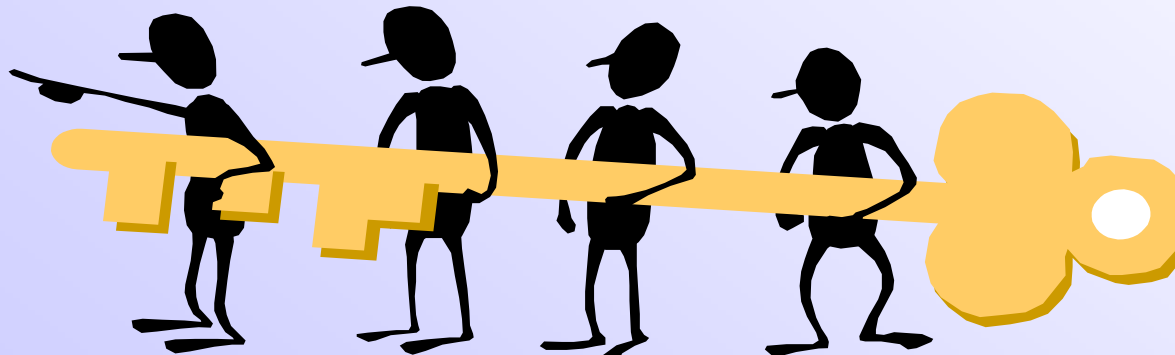


Humanware

- **Teamwork**

as the willingness and ability of members of a group to work together in a genuinely interdependent manner toward a common goal.

to build synergistic teams that are proactive and intentional in their commitment and effort.



Building Synergy

Interaction

effective communication
active listening, and
creating trust

Appreciative understanding

an open climate,
delay negative judgment,
empathy, and
value diversity



Integration

tolerating ambiguity and
being persistent, flexible, creative, and
selective

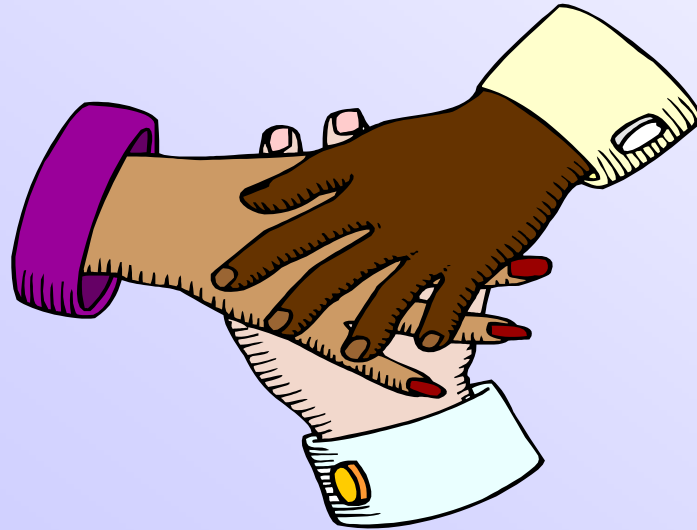
Implementation

to strategize, monitor and reinforce,
remain team focused, and update



Synergistic Relationship

- In synergistic relationships, individuals work together to produce a total effect that is greater than the sum (effect or outcome) of their separate efforts



A Synergy Audit

adapted from Dale, W.Lick (1999)



1. Common goals:

Has the group agreed upon and written a clearly and precisely stated goal(s) for its work?

2. Interdependence:

Has the interaction of the group been interdependent (i.e. mutually dependent and genuinely cooperative)?

3. Empowerment:

Does each member feel that what he or she has to offer is important to the group and valuable to the final outcome?



4. Participative involvement:

Do the members feel that they openly participate in the discussions of the group?

5. Interaction:

Do the members interact effectively? Do they actively listen? Have trust and credibility been created?

6. Appreciative understanding:

Do the members exhibit appreciative understanding of other's ideas? Does the group exhibit an open climate? Does it value diversity? Do members delay judgment and empathize with others?



7. Integration:

Do members tolerate ambiguity and exhibit persistence in their deliberations? Are they flexible, creative, and selective in their issues and anticipated results?

8. Implementation:

Is the group successfully able to manage the implementation process?

Synergized Orgaware- Intra- and Inter-organization

- Built an organizational architecture that is able to synergize a community of professionals with complementary expertise for the strategic **USE** of **I**nformation and **C**ommunication **T**echnology



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Thank You