



# Guiding the Journey to Collaborative Work Systems: A Strategic Design Workbook

*Michael M. Beyerlein, Cheryl Harris*

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*Guiding the Journey to Collaborative Work Systems* is a hands-on, practical guide for dealing with the challenges of designing and implementing collaboration in the workplace. People working in groups and teams, team-based organizations and networked organizations, and value chains and strategic alliances understand that effective collaboration is mandatory for success in today's business environment. Change leaders— such as organization development managers, steering committee members, design team members, line managers, and others— will find this workbook an invaluable source of help, as it provides a step-by-step planning process to transform an organization to better support collaboration. Teams and groups can use the workbook to improve their collaborative processes, and elements of the workbook can be applied to a wide variety of situations where collaboration is needed.

The workbook covers a broad range of topics necessary for successful change, including generating and maintaining support for the initiative, launching a thoroughly planned change program, and effectively communicating the plan to the rest of the organization. Filled with assessments, tools, and activities, and based on interviews conducted with twenty-one experts and hundreds of team members, *Guiding the Journey to Collaborative Work Systems* offers the support needed to design in-depth plans for changing work systems to facilitate collaborative excellence.

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