

# Promoting collaboration in the age of digital transformation

## **Audience Member:**

Question on this digital transformation era. Because we have all this amazing content, amazing learning platforms, digital strategies, but so many teams that I meet on a day to day basis aren't collaborating. They don't know how to collaborate. They are getting into all this, but they are old fashioned with how people come together, look at their strategy, work together and make it happen. How do you put that in the equation? Given everything happening with technology, are there advances in that? Just bringing leaders together, employees together to get the work done?

## **Brandon Carson's Response:**

Yeah, it's a great callout. You look at the new Apple campus, how it was designed to increase the possibility or potential of collaboration. Steve literally wanted the bathrooms to be far enough apart to where you would run into colleagues walking to the bathroom because it took so long to get there. And you would start to talk to each other maybe. Or the eating areas, those kinds of the things. The work environment was initially designed to be pretty open but there was a revolt on that. So, I think you are right, the environments we are in and the tools we have, have to really promote collaboration wherever possible.

We are in a very silo'd enterprise at Delta. There are 5 learning divisions. They don't have a CLO. We tried a CLO for a while, they ran him out of town, that didn't work. But we are literally like 5 separate businesses. Which is a challenge, because you do a little bit of a surface look and someone over here is doing what someone over there is also doing. It's a good callout, I don't know if there are any easy answers to that, especially as your enterprise gets more matrixed and larger.