



Building Collaboration Teams: Success Principles for Executives and their Organization

Presented by

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“It’s not just a question of people feeling good about each other and the company.

“A completely diverse group must agree on a goal, put the notion of individual accountability aside, and figure out how to work with each other. Most of all, they must learn that if the team fails, it’s everyone’s fault.”

Douglas K. Smith, Co-author, “Wisdom of Teams”





Collaboration Diversity

Collaboration is all about working effectively with more than one person. Working collaboratively has become a critical factor in career success. It assists in:

- ⦿ *Finding solutions that have eluded problem-solvers*
- ⦿ *Generating diverse opinions in the problem-solving process*
- ⦿ *Considering more solutions through applying multiple approaches*
- ⦿ *Employees having the opportunity to question their work assumptions*





Six Integral Collaborative Points of Interaction

Ask Ultimate Question

Know Your Destination

Know How to Communicate

Know Your Partners

Know Yourself

Know the Scorecard



Collaboration Missteps

- ⊙ *Costs more and takes longer.*
- ⊙ *Managers unwilling to cross-pollinate.*
- ⊙ *Focusing on wrong things.*
- ⊙ *Bogged down in minutia.*
- ⊙ *Deadlines missed.*
- ⊙ *Slow and poor execution.*
- ⊙ *Unclear goals.*
- ⊙ *Lack of decision-making processes*



Know The Scorecard

The Importance of Protocol:

70% of best-practice collaboration initiatives are based from the start on a clear purpose, whereas only 40% of less successful collaboration teams had that clear purpose from the beginning.

70% of best-practice collaborators clarify roles from the start with less than 10% of less successful collaborators taking the time to do so.



You're Responsible For Setting a Success Foundation

- *Identify the meaning of “Collaboration.”*
- *Clear, written, measurable outcome.*
- *Recognize the value of every partner.*
- *Focus on behaviors, not individuals.*
- *Create a climate of accountability.*
- *Consequences for missed deadlines.*
- *Build trust.*



Know Yourself

Hay Group research shows: the best collaborative leaders excel at interpersonal understanding, relationship building and commitment to the enterprise.

Your Added Value:

What are your strengths and weaknesses?

What do you value in your interactions?

What is your decision-making style?

What do you do that helps and/or hinders relationships?

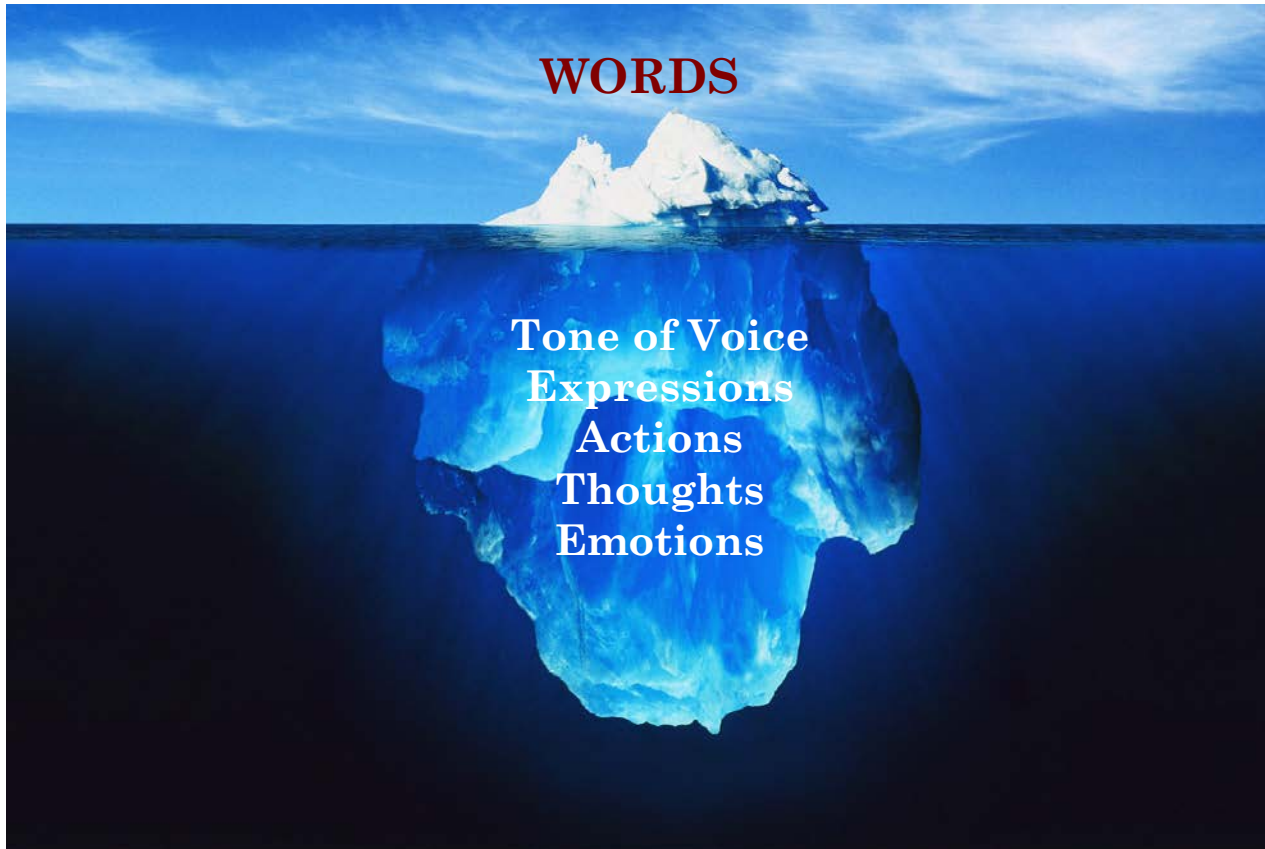


Collaborative Competency 'Upgrade'

- ⊙ *Ability to lead executives who may be peers.*
- ⊙ *Manage cross-cultural demands.*
- ⊙ *Foster strong communication.*
- ⊙ *Ability to transcend self-interest.*
- ⊙ *Adept at conceptual & strategic thinking.*
- ⊙ *Flexible, resilient.*
- ⊙ *Self-directed, committed to deadlines.*
- ⊙ *Comfortable with being uncomfortable.*



Shadow Sense





Know Your Partners

60% of best-practice collaboration initiatives get early buy-in on shared goals from partners, yet under 10% of the less successful collaboration teams did so.

Individual's Added Value: Focus your attention on “what’s there” rather than on “what’s missing.” Look for the specific skills or talents that represent the other person’s “added value.”



Shifting from Weak Performance to Success



See Possibility



Shifting from Weak Performance to Success





Shifting from Weak Performance to Success

The image shows two overlapping employment interview forms. The top form is for Jane G. Applicant, and the bottom form is for John. Both forms are titled 'EMPLOYMENT INTERVIEW' and include sections for 'JOB EXPERIENCE', 'JOB KNOWLEDGE', 'INITIATIVE', and 'MOTIVATION'. The forms are filled out with handwritten notes and checkboxes. The text 'Check Your Implicit Biases' is overlaid in large blue letters across the center of the forms.

Check Your Implicit Biases



Shifting from Weak Performance to Success



Give
Healthy
Praise



Shifting from Weak Performance to Success





Know How to Communicate

Heart-Based Communication:

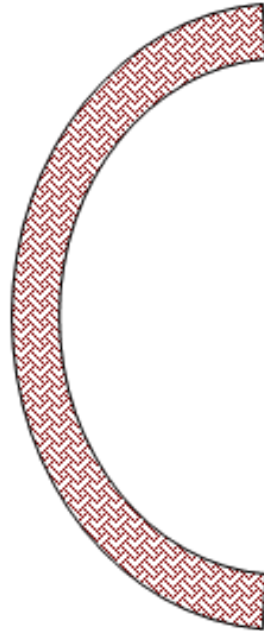
Communicate based on both intellectual and emotional respect for the other person. Be open, supportive, and enrolling.



Be Willing to See Things Differently



Sees a convex wall



Sees a concave wall

**Both
May Be
Right!**

“By changing your perspective, you expand your possibilities until you see something that you were unable to see before.”

- Michael Michalko, “Thinker Toys”



The Importance of Communication

A simple statement on a to-do list states, “*Check O-rings.*”

What was meant: *The O-rings need to be followed up on.*

What was heard: *Everything is A-okay!*

The result: The shocking explosion of the Challenger space shuttle



**Kennedy Space Center
1986**



Know How to Communicate

What You Say or Write	What is Heard or Read
It's not just what you say that counts.	It's what they hear that counts.
It's not just what you write that is followed.	It's what they read that is followed.
It's not just what you mean that is significant.	It's what they understand that is significant.



Research Tells the Story

When executives were asked to identify three characteristics of a leader who has personally impacted their life . . .



...80-90% responded with some form of communication skills.



Open Discussion Model

State the facts.

- Keep it simple.
- Keep emotions and subjectivity out.
- Flex communication style to reach everyone at the table.

Challenge the facts.

- Restate the facts as you've heard them.
- Add your thoughts and concepts.
- Use the person's name...it helps.

Take action.

- What action can be agreed upon?
- Who is responsible?
- By when? Always include due dates and, if possible, midway accountability check-ins.



The Myth of Brainstorming

In 2003, Charlan Nemeth, professor of psychology at UC Berkeley, divided 265 female undergrads into teams of 5.



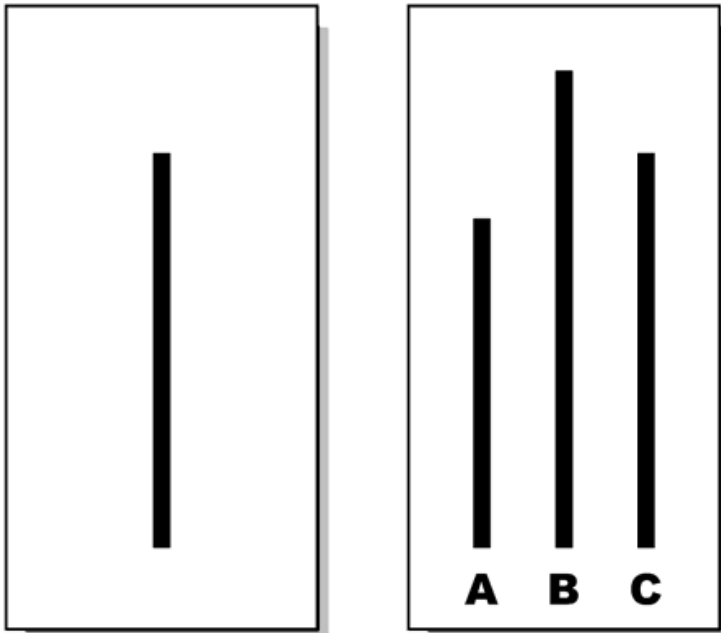
All teams received the same problem. Each team was assigned a different operating scenario:

1. Standard brainstorming spiel
2. “Debate” condition
3. No instructions

RESULTS: Instruction helped. **BUT** . . . teams given the “debate” condition generated, on average, **nearly 20% more ideas!**

- “Groupthink, the Brainstorming Myth,” The New Yorker

Group Think



Regardless of how independent-minded and steadfast we may think we are, we're all tempted at times to align ourselves with the group.

Solomon Asch did a study on Group Dynamics by asking: *Which of the three lines on the right matches the line on the left?*



Asch's Study

Round 1

Participants were told they would be tested for visual acuity. They were NOT told that the other “subjects” in the room were really actors who had been instructed to give the same wrong answer.

The actors called out their erroneous answers: **Something strange happened!**

75% joined the group in giving the wrong answer in at least one round!

Round 2

Asch ran the experiment again exactly as before, but this time added a single actor who gave the right answer.

Almost 100% resisted “group think”—even when the dissenting voice gave the wrong answer!

“Sway, The Irresistible Pull of Irrational Behavior.” Ori and Rom Brafman



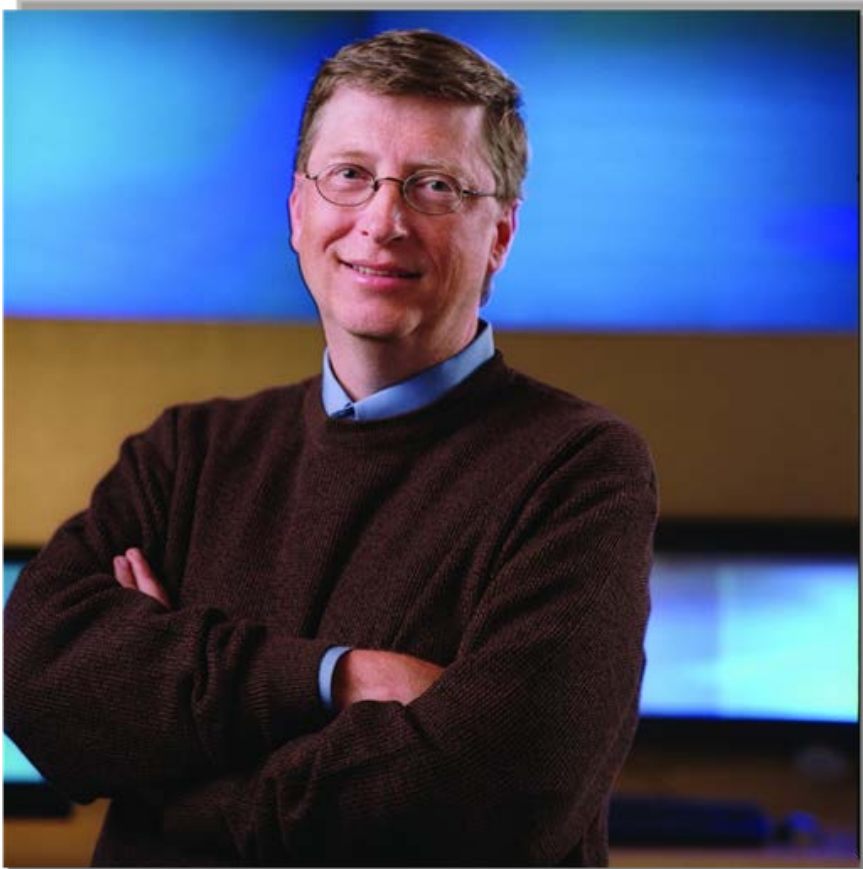
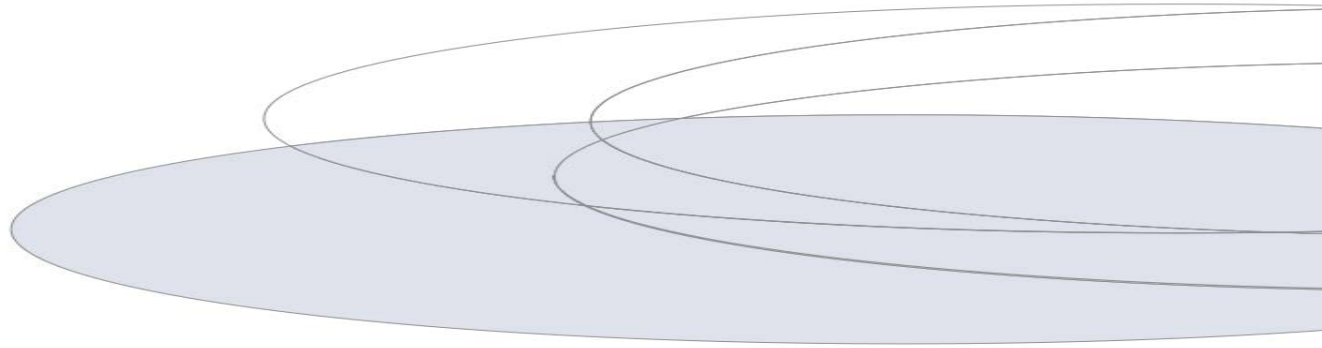
Avoiding Group Think

- Leaders Set the Tone
- Establish a Contrarian Role
- 360° View
- Speak Last
- Eliminate Hidden Resistors
- Get Commitment



Know Your Destination

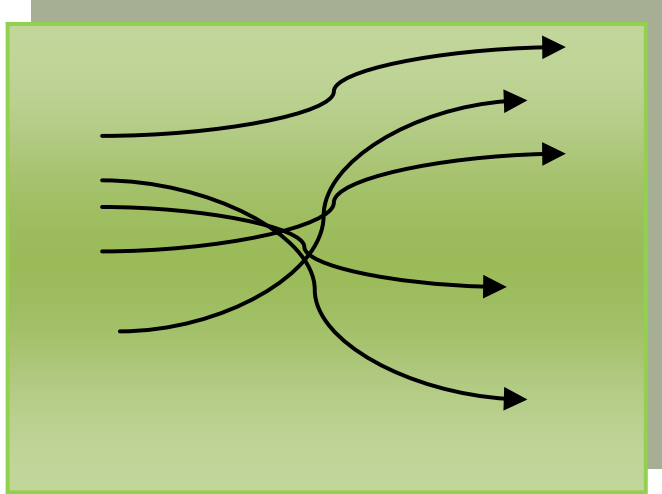
Vision: Define the project and/or issue to determine where and what the end result will be. Agreement is essential.



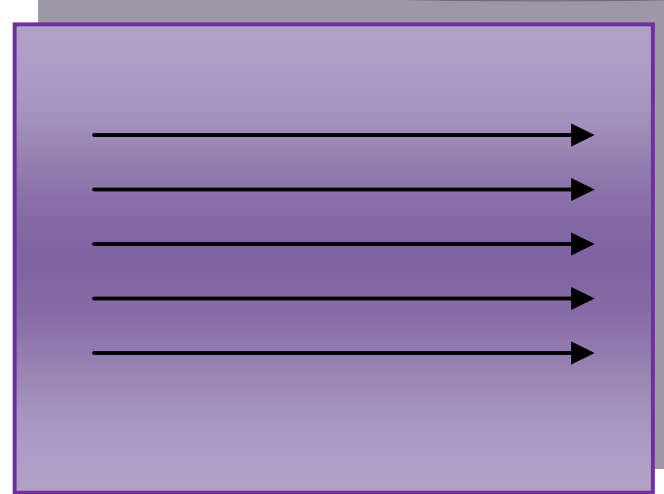
“The vision is really about empowering workers, giving them all the information about what’s going on so they can do a lot more than they’ve done in the past.”

- Bill Gates

Why a Vision?



Unfocused Energy



Focused Energy

***If you know where you're going,
it's a lot easier to get there.***



Big Vision



Big Results



The Importance of Vision

General Market Companies

1926 Invested

\$1.00

1990 Returned

\$415.00

Visionary Companies

\$1.00

\$6356.00

- *Money is a by-product of successfully achieving the vision.*
- *So why are we so resistant to creating one?*
- *What is it costing us?*





What a Vision Does

- ◎ *Mobilizes employees*
- ◎ *Makes trade-off, priority leverage decisions much easier*
- ◎ *Shapes every key decision employees make*
- ◎ *Guides you in determining:*
 - Which customers to serve
 - What types of products/services to offer
 - Who you should hire
 - How you should organize and compensate
 - What you measure your work against
 - What type of culture you need to build
 - What kinds of leadership styles you should embrace
 - Competencies you need to develop



Ask the Right Question

Company's Highest Good: “What is in the company’s highest good?” should be the key measurement for evaluating the wisdom of any decision.



In the Greater Good of the Organization

- ⊙ *Think strategically . . .* What does your leadership say is critical to the organization?
- ⊙ *Review the options* based upon the “Big Picture” of the organization, not simply your division.
- ⊙ *Now think as a collaborative group* committed to the greater good of your company.

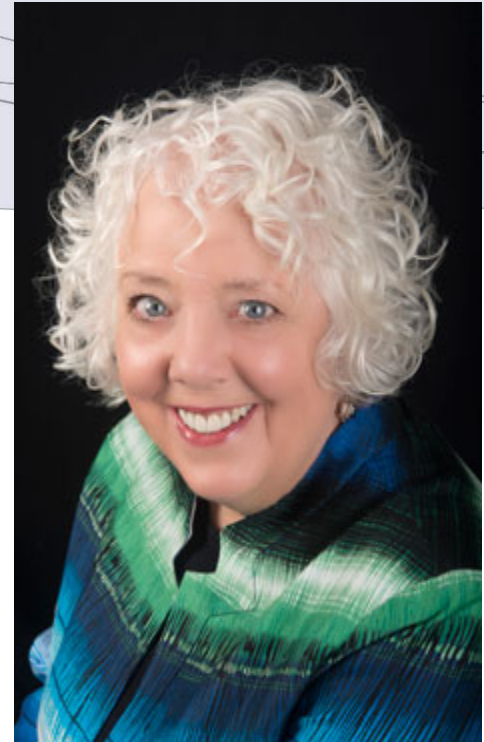


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