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CONFERENCE SAN FRANCISCO, CA  
APRIL 30 - MAY 2, 2017

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**Leading Teams for Collaboration**

May 2<sup>nd</sup>, 2017

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## Session Objective

This session will make use of the active learning approach. The group of participants will be given an interactive activity at the beginning of the session from which themes related to collaboration will be drawn out and the group will develop some concepts around each of these themes. The facilitator will then add and enhance what the group came up with by drawing on best practice, and research data to illustrate key principles in leading teams for collaboration. Participants will have an opportunity to:

- Identify key principles for Collaboration
- Explore a Collaboration Framework
- Identify Key principles in establishing partnerships
- Develop Key strategies and tactics for leading teams for collaborative endeavours.

## Biases & Lenses

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*Helping people, organizations  
and communities in the effective  
pursuit and attainment of  
purpose without compromise  
of core values.*



Talent Management,  
Assessments & Training





Organization  
Development



Event & Meeting  
Management

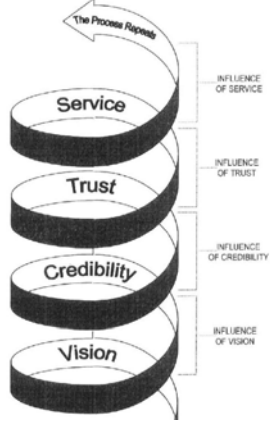
## Leading Teams for Collaboration



## Ways of Working Together

- Temporary Group
- Barn to Build
- Coincidence of Interests
- Vital Friends
- Networking
- Coordinating
- Cooperating
- Joint Action
- Shared Services
- Strategic Alliance
- Consortia

•Collaborating as  
 •Co-Labouring – “working together”



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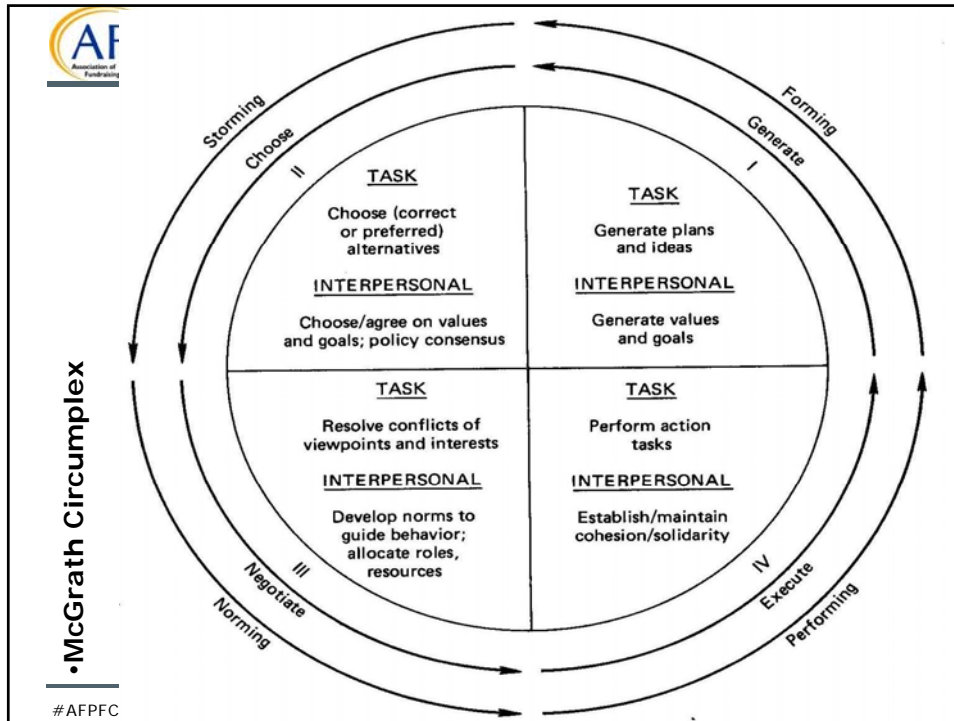





## Ways of Working Together

Nature of Relationship	Stage I (Philanthropic)	Stage II (Transactional)	Stage III (Integrative)
Level of engagement	Low	⇒ ⇒ ⇒	High
Importance to mission	Peripheral	⇒ ⇒ ⇒	Central
Magnitude of resources	Small	⇒ ⇒ ⇒	Big
Scope of activities	Narrow	⇒ ⇒ ⇒	Broad
Interaction level	Infrequent	⇒ ⇒ ⇒	Intensive
Managerial complexity	Simple	⇒ ⇒ ⇒	Complex
Strategic value	Minor	⇒ ⇒ ⇒	Major

•Austin's Collaborative Continuum  
 •James E. Austin

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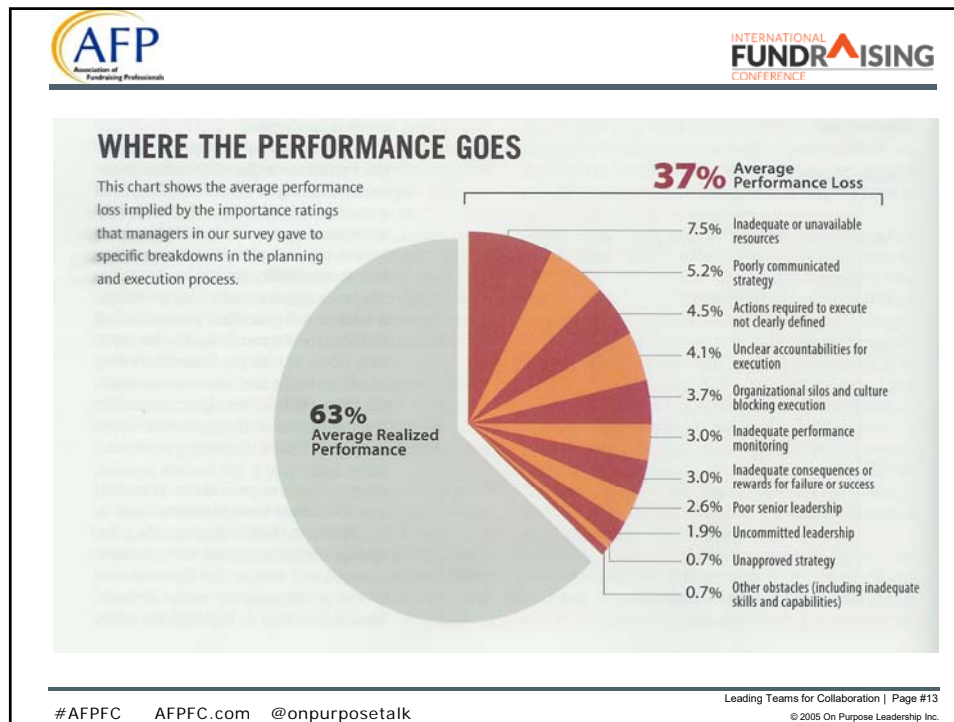


## Components of Effective Engagement

- Generating** – Plans and Ideas
- Choosing** – Solutions and Issues to Resolve
- Negotiating** - Conflicts of Perspectives & Accounting for Diversity
- Executing** – Operationalizing through power, resources to maximize performance – accomplish mission

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- ### What Matters Most
- ◆ Get the right people on the bus
  - ◆ Relationships - Teach them to play well together
  - ◆ Communication
  - ◆ Conflict/disagreement management
  - ◆ Values Sensitivity
  - ◆ Board Dynamic Orientation
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## Elements of Effective Collaboration

1. Shared Moral Purpose (mission mesh)
2. Optimal Relationships (match needs and capabilities)
3. Modest Beginnings—then Scale Up (Progressive Engagement)
4. Create Value and Set Clear Mutual Expectations (quantify and qualify benefits)



## Elements of Effective Collaboration

5. Clear Definition of Tasks and Roles (define the challenge and collaborators)
6. Focused Leadership and Attention on Results with Mutual Gains (create the space and allow the time)
7. Commitment to Continuous Learning & Excellence in Communications (take stock, sustain the efforts and harness the results)



## A Check List for Successful Collaboration

### Who is Participating in this Collaboration? (Connections and Commitment)

- Who will be involved in the collaboration and what value will be brought by each partner to the endeavour?
- Who will be the Champion of the Collaboration?
- To what extent are the partners personally and emotionally connected to the social and moral purpose of project?

### What are the Goals of the Collaboration? (Clarity and Congruency)

- What are the general purpose and specific focus for which this collaboration is established?
- What are the benefits to this collaboration?
- What are the risks, if any, of the collaboration (strategic, financial, reputational)?



## A Check List for Successful Collaboration

### What Enabling Assets, Skills and Competencies are Required and Available? (Creating Capacity)

- What skill, assets, and competencies do the various collaborators bring to the “table”?
- What skills and/or competencies do partners believe will be required?
- What is required that needs to be acquired (new resources, capabilities)?



## A Check List for Successful Collaboration

### How will this Collaboration Function? (Communication and Continual Learning)

- What specific protocols, group discussions, meetings, routines, supports or resources will be implemented, accessed, used or put in place to advance the effectiveness, equality, and efficiency of the collaboration?
- What are several key underlying principles of behaviour—Guiding Principles, against which all will be held accountable? (Overarching values to be honoured and if compromised or breached will be viewed as serious and with consequences)
- How, and by whom, will various kinds of decisions be made? Decision authority, roles, responsibilities, unique processes)
- How will we know when “all is well” or when renewal or realignment is necessary?
- How and when will relationships, expectations, and results be assessed



## Eight Ways to Build Collaborative Teams

- ◆ Invest in signature relationship practices
- ◆ Model collaborative behaviour
- ◆ Create a “Gift Culture”
- ◆ Ensure to the requisite skills
- ◆ Support a strong sense of community
- ◆ Assign leadership that are task- relationship – oriented (process)
- ◆ Build on heritage relationship
- ◆ Understand role clarity and task ambiguity

Lynda Gratton and Tamara J. Erickson





## Closing thoughts

- ◆ “Everybody does the things that top people do occasionally. Top people do these things all of the time. - (Brian Tracy) Make a definite commitment to excel.”
- ◆ “Every organization is perfectly designed for the results they get” – (Peter Drucker)
- ◆ "We are what we repeatedly do. Excellence, then, is not an act, but a habit." – (Aristotle)



## Contact Information

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***Thank You!***