Collaborative Leadership Workshop

<date and location>

Course materials can be found on
www.accelinnova.com/collaboration.html

Objective

To provide tools and techniques to enable leaders to improve their collaborative leadership practices, increasing business value to their organization

Agenda

8:30 – 8:45	Introduction

The Practices of Collaborative Leaders

8:45 – 10:30	**Decision Making**
10:30 – 10:45	Break
10:45 – 11:15	**Decision Making**
11:15 – 12:30	**Collaborative Leadership**
12:30 – 1:15	Lunch
1:15 – 2:30	**When to Step Back, When to Step Up**
2:30 – 3:15	**A Culture of Trust**
3:15 – 3:30	Break
3:30 – 4:30	**Problem Solving / Action Plans Using Leadership Tools**
4:30 – 4:45	**Wrap Up**
4:45 – 5:15	Feedback

Introduction

How can leaders increase their ability to:

- Build a sustainable competitive advantage
- Unleash the potential and maximize the effectiveness of our teams

Decision Making

Collaboration needs a way of building a common view of business value. In traditional Cost/Benefit models, costs are an estimate and benefits are a guess. Using this traditional approach to make decisions is fraught with risk.

The Business Value Model - Purpose
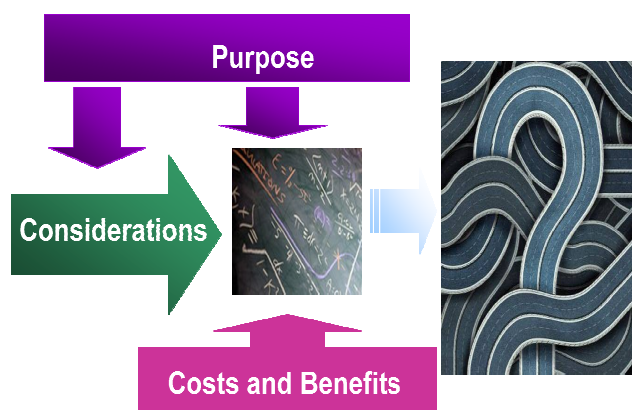
Discovering What Constitutes "Differentiating":

Use the 5 questions:

www.accelinnova.com/collaboration.html

1. Who do we serve and what do they want and need most?
2. What do we provide to help them?
3. What is the best way to provide this?
4. How do we know we are succeeding?
5. How should we organize to deliver?

Use Billboard Test
- What will we put on our billboard to attract customers?
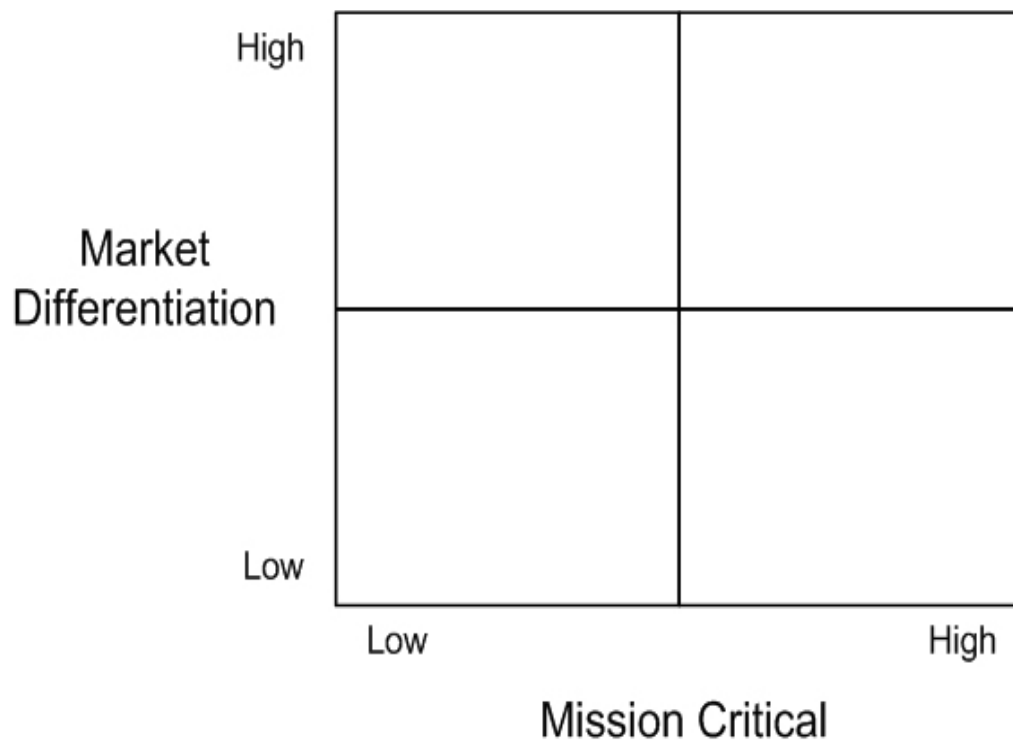
Define Decision Filters
- Identify a simple set of questions that we can propagate throughout the organization for aligned decision making.

Caveats
- Parity is mission critical
- Treat exceptions as exceptions
- Differentiating changes over time
- Differentiation requires continuous innovation

Pick a project/idea/product

What's the Purpose?

If you need to define your sustainable competitive advantage, try answering the first 2 of the **5 questions:**
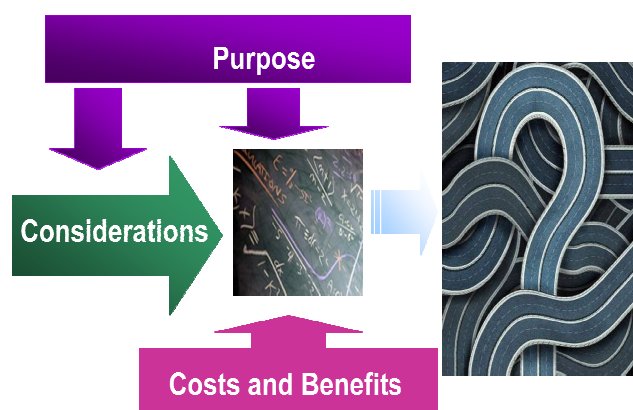
www.accelinnova.com/collaboration.html

1.   Who do we serve and what do they want and need most?
2.   What do we provide to help them?

What's on your billboard?

What's your decision filter?

Are there any exceptions?

The Business Value Model - Considerations

There are often inputs that affect our decisions but are factors that we cannot quantify as a cost or benefit. For example, what is the market window and how does hitting or missing that market window affect our decisions? How mature is our project team? How much are we depending on the business process to change?

Considering Risks

- What constitutes Risk changes continually
- Every project is different
- Identify and assess what drives Uncertainty and Complexity.

www.accelinnova.com/collaboration.html

- Knowing this, identify ways to reduce the Uncertainty and Complexity.

Uncertainty and Complexity Risks

Complexity	**Uncertainty**
Team Size	Market Uncertainty
Mission Criticality	Technical Uncertainty
Geographically Dispersed	Project Duration Uncertainty
Team Capacity	Dependents
Skills	Number of Customers
Dependencies	Amount of Change
Team Maturity	Dependents / Scope Flexibility
Stack Size	Resource / Skills Availability
Algorithm Complexity	Market Requirements
Multiple Goals	Market Opportunity
Variation of Time Zones	Dependencies
Organizational Match Dependent's Needs	

Your Considerations? Prioritized

1.

2.

3.

4.

5.

The Business Value Model – Costs and Benefits

Costs and benefits are still important inputs to the value model / decision process.
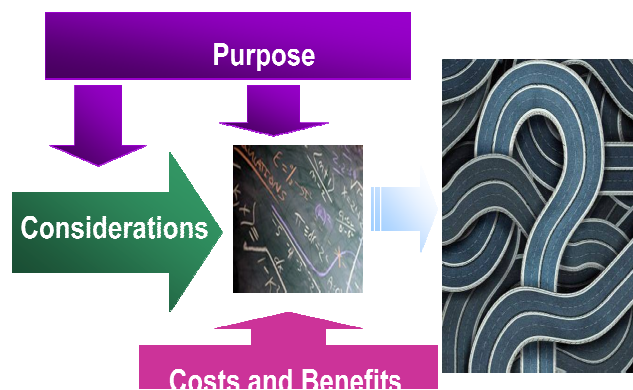
Cost and Benefits?

Delivering Value

Now that you have used the Value Model to frame your decision, explore ways to deliver incremental business value. It is likely that you can implement your project or product in "chunks" that allow you to deliver the highest value faster. Taking this approach, you get the key players together and group your deliverable into intermediate deliverables. The intermediate deliverables not only deliver the high value sooner, they can also fill in knowledge gaps and reduce future uncertainty.

www.accelinnova.com/collaboration.html

For your project, what are your largest value "Chunks"?

-
-
-
-
-

What actions and decisions can you defer?

Collaborative Leadership

What it means

Old School Leader knows it all vs New School Leader who focuses building ownership within the team.

Key Steps:

- Create an Open Environment
- Get the right people on the team
    - Engaged/enthusiastic
    - From all appropriate disciplines
- Foster innovation through collaborative approaches
- Step back and let the team work.

Collaboration Process

A tool for quickly coming to a common view and priority on any topic.

- Agree to the goal, objective, or problem to be solved.
- Using sticky notes and marking pens, each person brainstorms their answers, one answer on one sticky note, as many notes as they need.
- Have each person read their out loud to the group as they stick each note on the wall or whiteboard.
- Ask the entire team to group the notes – in silence. Give them no other directions than that.
- As a team, label the groups with a title they all agree to.
- Add up the number of groups, divide by three, and round up. This is the number of votes each person has to vote for the most important or best solutions.

www.accelinnova.com/collaboration.html

- Let each person vote next to the title. Make sure they understand that they can put more than one vote on a group if they feel it had great importance to them.
- Tally up the votes.
- Break up into small teams and work on how you can implement the highest voted groups, each breakout team taking a different group and then reporting out their results to the full team.
- Work through all relevant groups.
- Let people decide what tasks they want to do and by when. Stress they should take on tasks they want to do. Remaining tasks they no one wants to do should be resolved by the full team.
- Team defines success and how to measure it.
- Team decides how they will hold each other accountable.

Leading Collaboration

The 'best' people have:
- Passion
- Best skills
- Organizational fit

Attract & Retain priorities in order
- Integrity
- Motivation
- Capacity
- Understanding
- Knowledge
- Experience

Energize the team
- Build Authenticity / Attitude / Intelligence / Talent
- Trust First – essential to get the process going
- Enable teams to make decisions wherever possible
- Step aside and let them work

If not authoritarian - What is the leadership role?
- Keep the purpose alive
- Keep focus through questions
- Operate with total transparency – OVER communicate
- Fix processes – not people
- Give feedback that honors the relationship
- Operate through influence, not authority – don't take ownership away from the team
- Remove obstacles from the team
- Expect Success / Accept mistakes
- Take the FUN out of being Dysfunctional
- Fail Early Fail Fast
- Remove all blame
- Fall Forward – continuously learn from mistakes / problems

www.accelinnova.com/collaboration.html

Collaborative Leadership Summary

- Autocracy dampens people's creativity and motivation
- Need to give up Command & Control to build Team Ownership
- Free the team to Investigate, Analyze & Investigate
- The opposite of control is discovery
- Build a place where people want to be
- Get the team what they need to succeed
- Unleash the team

Collaborative Leadership Worksheet

What do you want from your leaders for you to be more effective?

-
-
-
-
-
-

What's most important for an open environment?

-
-
-
-
-

Step Back / Step Up

How do you step back and let the team work? When and how should you step up?

How to Step Aside

- Give ownership to the team
- Use Authentic Motivation
    - Get teams to collaborate & make decisions
    - Let people choose how, what and when as much as possible
    - Provide meaningful work
- Create a Culture of Trust
- Let the teams figure out "how" when they understand the "what"
- Create a safety net for the team

List your team's red flags: What kinds of things do you see in your organizations when you know it's time to Step Up and lead?

-

-

-

-

-

What to do when the team needs help

- Keep the focus by asking questions
- Maintain team integrity – don't take ownership away from them
- Use their problem solving ability
- Bring the team together
- Ask the team to describe their work, approach, the path they took and why
- Help them discover a new view

Macro Leadership Cube

- Define the team's boundaries let them operate within them
- Focus on removing barriers for them
- Example Boundaries: Business Value (see below), Budget, Purpose, Market Window, Considerations (See later)

www.accelinnova.com/collaboration.html

- Focus on results – not on managing the internal progress
- As the teams grow – step back further
- If they hit the boundaries
  - Don't take ownership away from the team
  - Don't give answers
  - Ask questions like …
    - What would you like me to do? (Ensure they have ownership)
    - How would you like to solve it?
  - Tell stories

What are the walls of your team's cube? *What is their "what"?*

Also, what is inside your team's cube? What is their "how"

Step Back Red Flags: *What kinds of things do you see in your organizations when you know it's time to Step Back and let teams work?*

-
-
-
-
-
-

How do you know when your team has crossed their boundaries?

"Help without taking ownership away" questions: *What questions would you ask your teams to help them discover their own solutions?*

▪

▪

▪

▪

Creating a Culture of Trust

You can't make people trust each other – so how can you help them build trust? Leaders can create a culture that fosters trust.

A Lack of Trust Costs

- Transaction costs go up
- Significant effort is spent on self-protection
- Decision making slows

Can The Team Work Together?

- Find out if there is broken trust in the team or if trust is not yet built.
- Who talks to whom? Who listens?
- Do you have a "difficult" (untrusted) person on the team?
- Do you still need them? – find out with the vacation test.
- If you don't then – find them another job elsewhere. Off the bus.
- If you do – build an island or work with the remainder of the team to figure out how to "integrate" them.

Create a Culture of Trust

- Remove Debilitating Fear
    - Loss of Personal Value
    - Loss of Identity
    - Loss of Intellectual Mastery
    - Loss of Individualism
- Use Team Based <u>Results</u> Measurements
    - Let the team evaluate themselves for improvement – sharing with management is optional
    - Build Confidence
        - Protect team boundaries
        - Short iterations

www.accelinnova.com/collaboration.html

- Early wins
- Focus on purpose over personal agenda
- Be trustworthy and honest
- Stay positive
- Focus on magnifying a person's strengths not fixing their weaknesses
- Give continuous feedback

Creating a Culture of Trust Worksheet

You can't make people trust each other – so how can you help them build trust? Leaders can create a culture that fosters trust.

How do you define trust?

What does a team without trust look like?

-
-
-
-
-
-
-

What do people fear: In your organization and on your team?

-
-
-
-
-
-
-

Action Plans

What are your actions?

Who owns them?

By when?

How do you measure success?

Bibliography

Books, Articles and Related Links

Contact@accelinnova.com for copies of any of the articles references.

- **Stand Back and Deliver: Tools for Leading Change.** Book by Pollyanna Pixton, Niel Nickolaisen, Todd Little, and Kent McDonald, Spring 2009, Addison-Wesley. Final Draft version can be found at Accelinnova.com.

Collaboration and Collaborative Leadership

- **21st Century Jet – Making the Boeing 777 (video)**
  http://video.google.com/videoplay?docid=3551731641323350192

- *Seven-day Weekend: Changing the Way Work Works.* (book) Ricardo Semler, Portfolio, 2004.

- *Organizing Genius: The Secrets of Creative Collaboration.* Warren Bennis, Addison-Wesley, 1997.

- **"Discovering Your Authentic Leadership"** article by Bill George, Peter Sims, Andrew N. McLean, and Diana Mayer, Harvard Business Review, February 2007.

Stepping Up and Stepping Back

- **"When to Step Up, When to Step Back"** article by Pollyanna Pixton, Better Software, May 2008

- **"How I Learned to Let My Workers Lead"** article by Ralph Sayers, Harvard Business Review, November-December 1990

- **"How Pixar Fosters Collective Creativity"** article by Ed Catmull, Harvard Business Review, September 2008

- *Punished by Rewards: The Trouble With Gold Stars, Incentive Plans, As, Praise, and Other Bribes.* Book by Alfie Kohn, Replica Books (August 2001)

  "Kohn derides rewards as bribes and offers instead the proposition that collaboration (teamwork), content (meaningfulness), and choice (autonomy) will serve to motivate both students and workers."

Creating a Culture of Trust

- **"Creating a Culture of Trust"** article by Pollyanna Pixton, Better Software, September 2008

- *Orbiting the Giant Hairball: A Corporate Fool's Guide to Surviving with Grace.* Book by Gordon McKenzie, Viking Adult; 1 edition (April 1, 1998)

  "Gordon McKenzie worked at Hallmark Cards for thirty years, many of which he spent inspiring his colleagues to slip the bonds of Corporate Normalcy and rise to orbit--to a mode of dreaming, daring and doing above and beyond the rubber-stamp confines of the administrative mind-set."

- ***Beyond Bureaucracy: Essays on the Development and Evolution of Human Organization.*** Warren Bennis, Jossey-Bass Inc Pub (February 1993)

- ***Organizing Genius: The Secrets of Creative Collaboration***, Warren Bennis, Nicholas Brealey Publishing Ltd (November 18, 1997)

- **Great Places to Work.** http://www.greatplacetowork.com/ The company that does the research for Forbes' 100 best companies to work for list.

Making Better Decisions

- **"A Maverick Approach to the Business Value of IT"** article by Audrey L. Apfel, Gartner Research, 29 April 2008

- ***Good to Great: Why Some Companies Make the Leap . . . and Others Don't.*** Jim Collins, New York: HarperBusiness, 2001. http://www.jimcollins.com/

    Based on a five-year research project, *Good to Great* answers the question: "Can a good company become a great company, and, if so, how?" True to the rigorous research methodology and invigorating teaching style of Jim Collins, *Good to Great* teaches how even the dowdiest of companies can make the leap to outperform market leaders the likes of Coca-Cola, Intel, General Electric, and Merck.

    Excellent description on Level 5 leadership and "Right Person in the Right Seat on the Bus."

Considerations and Risk

- **"Wicked Problems: Naming the Pain in Organizations"** article by E. Jeffrey Conklin & William Weil, White Paper, Touchstone Tools and Resources

- **"How to Spot a Failing Project"** article by Rick Cook, CIO.com, July 17, 2007

- **"The 6 Myths of Creativity"** Interview by Bill Breen, FastCompany, December 2004