



Collaborating with Non-Collaborators

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Workshop Handout

www.accelinnova.com/collaboration.html

Objective

Have you ever been in a situation where you are up against a process or person that prohibits you and/or your team from making progress? A person who withholds information in order to use it to their own advantage says they will do one thing but then does what they want? This workshop enables you recognize non-collaborator behaviors, take actions to work more effectively with non-collaborators and discuss the dynamics of command and control leadership and the effect on team ownership and accountability.

The ability of a good leader is to be able to lead well in a wide range of circumstances especially new, changing and ambiguous situations. This leadership workshop is provocative with unconventional format where we hone our leadership skills and share insights and experiences on dealing with people, processes and teams within and across projects.

Introduction

How can we deal with non-collaborators? We aren't going to get the chance to change them but we might be able to work with them – or, work around them. How do we know? In this course we look at how to identify a non-collaborator which can be a leader, a team member, a team or a process. We then look at the system a non-collaborator works in: their success factors; what motivates them; how they are measured, recognized, and rewarded; their fears, hot buttons, and hidden agendas. Next we assess similar concerns for ourselves and evaluate our risks in dealing with this non-collaborator and finding out if we want to take that risk.

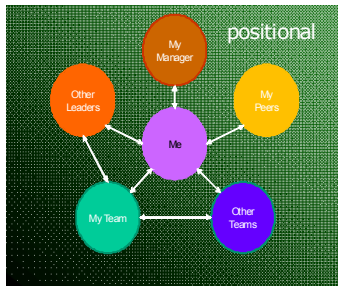
Using a trust and ownership model, we map traits of non-collaborators into this framework. Working with each section of the model, we look at tools and techniques to deal with each type of non-collaborator in the model. Finally, we discuss options if all else fails and you must work around your non-collaborator.

Costs of Non-Collaboration

- Losing focus on delivering customer value
- Lost innovation and motivation
- Protecting your job and position
- Wasting resource, time and productivity doing “stupid stuff”
- Lowers the effectiveness of the team
- Harder to retain talent
- No sense of valuable

Course Agenda

- Identify Non-Collaborators
- Understand the Systems they work in
- Assess the Systems you work in.
- Build a map of Non-Collaborator Traits
- Map Tools for dealing with non-Collaborators



Non-Collaboration

Non-Collaborative behavior can arise in many situations, not just between individuals and leaders.

Non-Collaboration may be:

- Process Based
- Individuals
- Teams

What are the Traits(Behaviors) of Non- Collaborators

Think of a non-collaborator you struggle with

Leader?	<input type="checkbox"/>	Other Team?	<input type="checkbox"/>
Team Member?	<input type="checkbox"/>	Process?	<input type="checkbox"/>

Why People Don't Collaborate

➔ **Haven't got the skills / Don't know how**

What this looks like:

- Does not understand how powerful collaboration can be
- Does not understand who they should collaborate with
- Does not understand cultural differences

Other descriptions you see:

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➔ **Fear**

- Losing control
- Someone else taking credit
- Failure
- Broken Trust

What this looks like:

- Broken commitments by someone or some team
- Afraid to look foolish or dumb
- Frozen in place for fear of losing job, position or status

- How do they define success?

- Their team's definition of success

- Their reward system

- How are they acknowledged

- What are their fears?

- Their "hot buttons"

- Do they have any hidden agendas?

Assess the System

- Politics
- Competition
- Style Differences

Assess the Systems **You** Work in

- How do you define success?

- What are you passionate about?

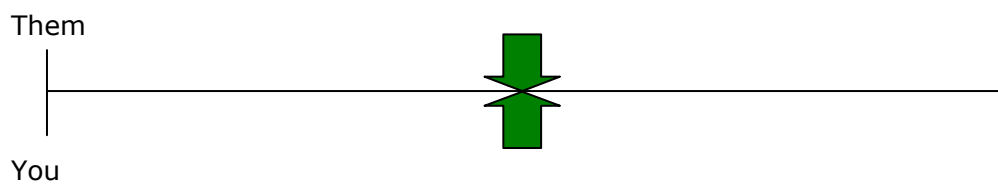
- What do you do best?

- What do you fear?

Where are you? Compared to them?

Non Collaborative

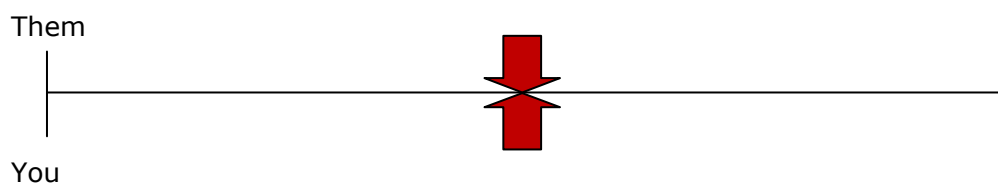
Collaborative



Non Trusting

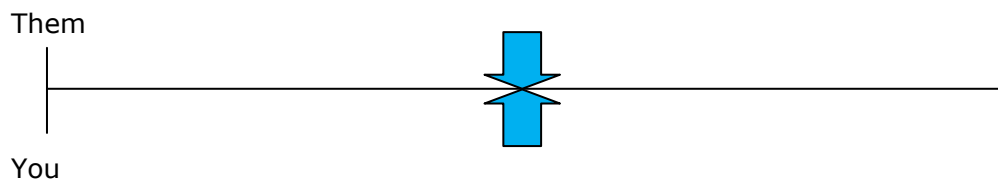
Broken Trust

Trusting



Lack of Integrity

Integrity



Why do you want to collaborate with this non-collaborator?

For Business Purposes?

You need:

- **Information** for the team to succeed
- To take **action**
- The non-collaborator to **stand back**

Your own agenda?

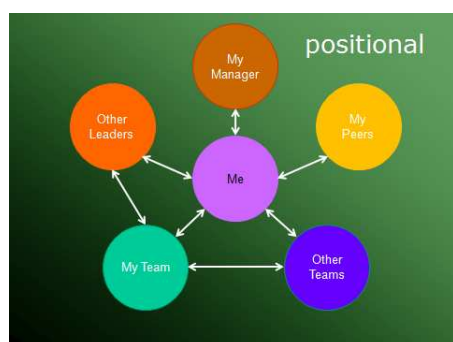
- To "**change**" your non-Collaborator?
- To **remove** them?

Manage Your Risks

Understand the risks you are willing to take in addressing the issue.

- Being off the bus
- Departure lounge (losing your job)
- Demotion
- Penalty box
- Lack of respect and trust
- Out of the inner circle
- No advancement opportunities

Are the Risks Different?



Recognize that the risk change depending on the position of the non-Collaborator

- Your Leaders
- Your Peers
- Your teams and other teams
- Your processes

What are Your Risks? Can you?

- Let someone else take the credit for your ideas and accomplishments?
- Survive without your mentors?
- Deal with any undeserved, negative labels?
- Deal with public humiliation?
- Handle your career being derailed in this organization?
- Handle being fired?
- Find another job as good or better within three months?

Your Professional Options (beyond this role)

- 1.
- 2.
- 3.

Successful Risks Taken in the Past

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Dealing with Non-Collaborators

In General***Act Positively – Build Trust***

- Speak so you can be heard
- Focus on business and customer value
- Be forward going
- Communicate often
- Bring solutions not just problems
- Watch your timing
- Deliver results as committed and often

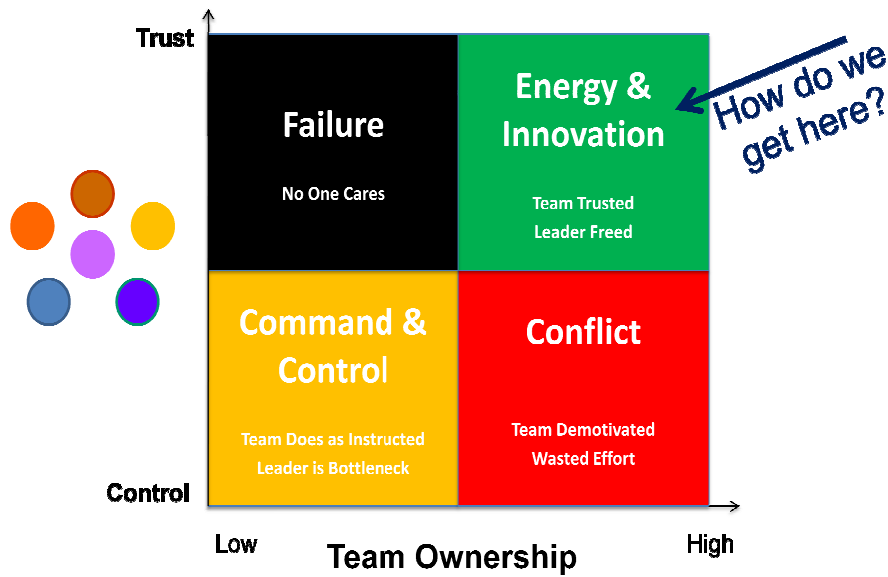
Collaborating with Non-Collaborators Tips

- Always have at least 3 people in the discussion
- Find some common ground
- Share information – be transparent
- Give data before people need it.
- Do you care if it's their idea?
- Can you find an influencer that can influence them?

The Trust / Ownership Model

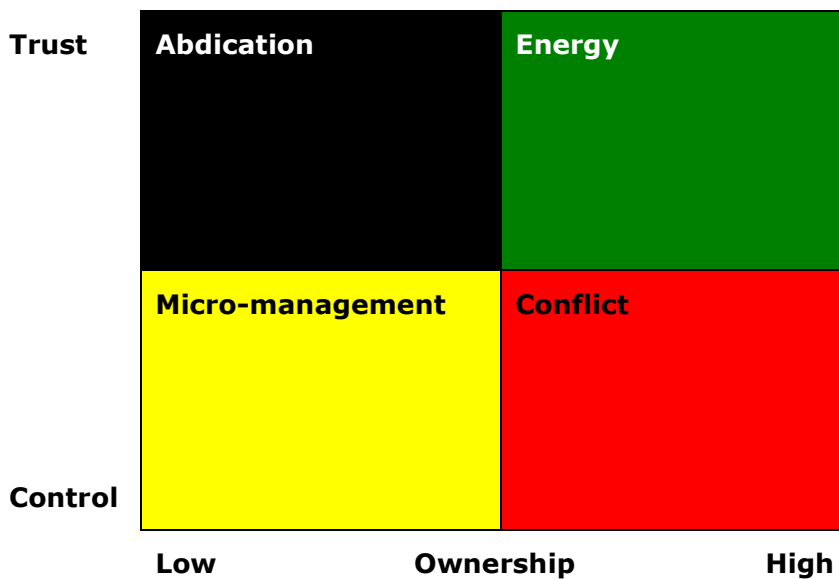
“High Trust = Low Command & Control” – Collaborative Leadership Course

There is a strong interaction between a Leader's behaviours and team motivation. This shows either as a Leader's controlling behavior or as a lack of trust.



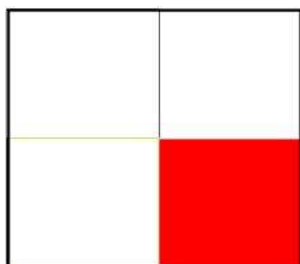
The leader has the responsibility to get the team into the Energy and Innovation quadrant. The leader must build motivation within the team while limiting the amount of personal control taken. For example, if the team has a strong sense of ownership the leader must give up some control.

Where is your non-collaborator?



Where is your Non-Collaborator?

Dealing with Specific Types of Non-Collaborators

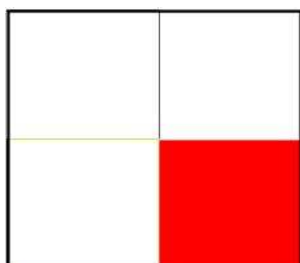


Conflict

Appreciative enquiry

- Value What Is
- Envision What Can Be
- Discuss Next Steps

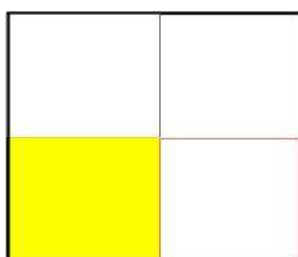
What would you do?



Low Productivity

- Find an agreement and/or shared value
- Ask **Them** how to solve the problem
- Bring real data and Lots of it

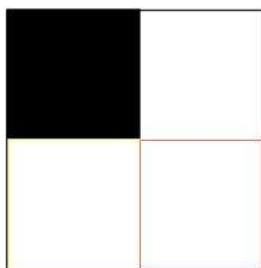
What would you do?



Micro-Management

- Understand why they micro-manage
- Build a Macro-Cube together
- Check in regularly
- Can you build trust?
- Fix the process if needed

What would you do?



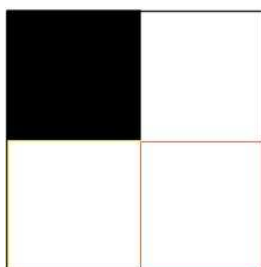
Abdication and Failure

Passive

Characterized by fear, lack of understanding, cultural differences and differing goals.

- Find out what they are passionate about
- What is holding them back?
- Advocate for them to work in their area of passion

What would you do?

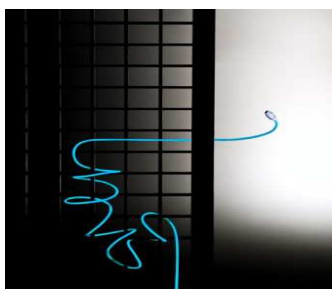


Passive Aggressive

Characterized by over competitiveness, lack of respect, self preservation and personal agenda.

- Don't engage in a power struggle
- Wrap them in the process
- Don't let them dodge accountability
- Make them step into their responsibility and make it the only possible step
- Make them commit in public
- Take the fun out of being dysfunctional
- Ask how they want to solve it.
- Don't let them be managers

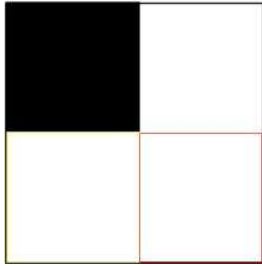
What would you do?



Non-Collaborative Processes

- Value Stream Mapping
- Initiate an "improvement workgroup"
- Don't let the process make you fail
- Work with the process owner
- Demonstrate the damage
- Collect data

Exercise: How to fix a broken process?



Team to Team

- Activities to build common vision
- Activities together involving both teams
- Hold past dodgers accountable

Can the Non-Collaborator Ever Collaborate?

- Yes = Work to Build Collaborative Behavior
- No = Work Around them and try to mitigate the damage.



Or will you have to work around them?

- Reflect don't react
- **Don't take it personally**
- "I'll get back to you on that."
- Leave the room



Questions to Help

- What are your goals for yourself? For your team?
- How can we improve the effectiveness of our team operations?
- What can I do to help you?
- How can we improve our working relationship with team xyz?

Your Questions:

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-
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If all else fails...

- If possible, remove or isolate them
- Protect the team
- Maybe it's time to move on?



Remember Your Non-Collaborator?

What actions are you going to take?

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Bibliography

Books, Articles and Related Links

Find many of these items at Accelinnova.com

Stand Back and Deliver: Tools for Leading Change. Book by Pollyanna Pixton, Niel Nickolaisen, Todd Little, and Kent McDonald, Spring 2009, Addison-Wesley Professional Books

The No "Asshole" Rule: Building a Civilized Workplace and Surviving One That Isn't (book), Robert I. Sutton, Business Plus, 2007.

My Way or the Highway: The Micromanagement Survival Guide (book), Harry Chambers, Berrett-Koehler, 2004.

The Right Game: Use Game Theory to Shape Strategy (book), Adam M. Brandenburger and Barry J. Nalebuff, Harvard Business Press, 2009.

Body Language: 7 easy lessons to master the silent language (book), James Borg, Pearson, 2008.

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

"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

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."