

COLLABORATIVE LEADERSHIP



UNCERTAINTY & COMPLEXITY RISKS

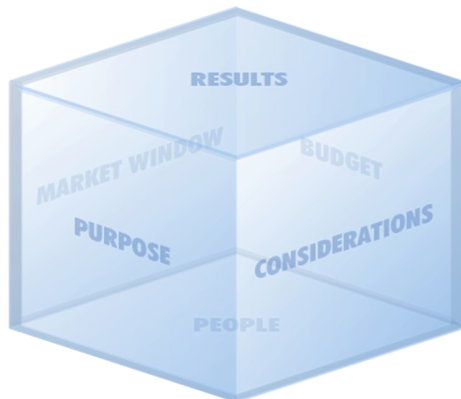
- To help understand risks that must be considerations in your Business Value Model

UNCERTAINTY EXAMPLES COMPLEXITY EXAMPLES

- | | |
|----------------------------|--------------------------------|
| • Team Size | • Market Uncertainty |
| • Mission Criticality | • Technical Uncertainty |
| • Geographically Dispersed | • Project Duration Uncertainty |
| • Skills | • Dependents |
| • Dependencies | • No: of Customers |
| • Team Maturity | • Amount of Change |
| • Stack Size | • Dependents/Scope Flexibility |
| • Algorithm Complexity | • Resource Skills Availability |
| • Multiple Goals | • Market Requirements |
| • Variation of Time Zones | • Market Opportunity |
| | • Dependencies |

MACRO LEADERSHIP CUBE

- To help understand the constraints and results to be achieved.
- Step back as long as the team stays within the cube.
- Step up when the team starts to bounce against or comes out of the edges of the cube.



WHAT I NEED FROM MY LEADER

Results of a Survey of > 200 professionals,, managers and executives asking them what would make them more productive.

| Area | Weight |
|----------------------------------|--------|
| Trust | 100 |
| Vision & Strategy | 50 |
| Clarity | 32 |
| Communication | 28 |
| Risk Taking | 25 |
| Support | 24 |
| Focus | 22 |
| Collaboration | 21 |
| Feedback | 19 |
| Decisiveness | 18 |
| Investment / Resources / Dollars | 18 |
| Empowerment | 16 |
| Leadership | 16 |

<http://accelinnova.com/collaboration.html>

Pollyanna Pixton
Niel Nickolaisen
Paul Gibson



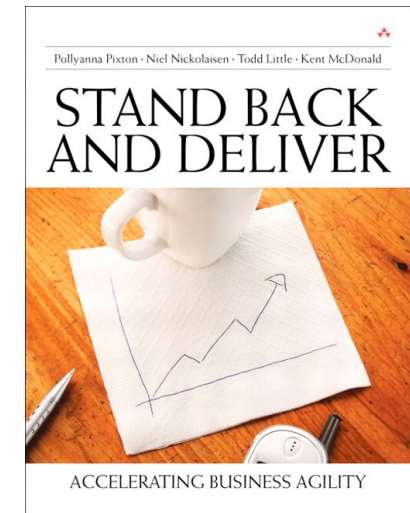
**SMALL CHANGES
BIG RESULTS**

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COLLABORATIVE LEADERSHIP



Increasing Business Effectiveness



COLLABORATION TOOLS

- Collaboration Brainstorm Process
- Let the team decide
- None of us is as smart as all of us
- Red Flags
- Step up / Step back
- Ask questions to guide
- Purpose Alignment Model
- Business Value Model
- Billboards
- Decision Filters
- Macro Leadership Cube

COLLABORATIVE LEADERSHIP

THE COLLABORATION BRAINSTORM PROCESS

- Agree a clear target for the session
- Brainstorm one idea on each sticky note with Fat Pens
- Stick them on the wall and read them out
- Group them in silence
- Label the Groups
- Divide the No: of groups by 3 and round up
- Everyone votes.
- The groups are prioritized
- Everyone signs up for one of the groups
- Look for volunteer leaders
- Agree how the team is going to each other accountable

LET THE TEAM DECIDE

- Leader helps the team clearly understand the vision and goals
- Get them decide how they are going to meet the goals
- Keep them focused by asking questions
- Do not take ownership back from the team

NONE OF US IS AS GOOD AS ALL OF US

- Involve all the right people in the decision making process.
- Get a wide variety of viewpoints and abilities involved
- Use the collaboration process to resolve differences

STEP UP / STEP BACK

- Identify the need for action with Red Flags
- Get action from the team without taking ownership away from them
- Ask Questions to Guide

USE RED FLAGS TO IDENTIFY WHEN THINGS ARE GOING WRONG—EXAMPLES

- A queue at my door
- Indecision
- Escalations between teams
- Slow/No progress
- Room goes quiet when leader enters
- Lots of CC /BCC

ASK QUESTIONS TO GUIDE—EXAMPLES

- How are you going to solve that?
- Does this let us meet our business goals?
- What options have you ruled out and why?
- What is limiting your progress?
- What would be best for our customer?

DON'T TAKE OWNERSHIP AWAY FROM THE TEAM

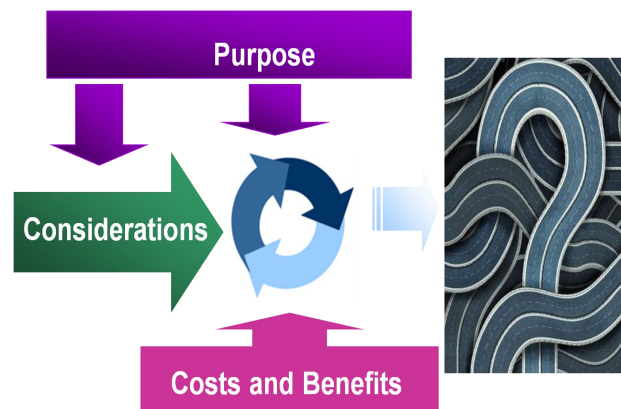
- Foster Collaboration: Let teams make decisions
- Choice: Let teams choose how to solve and build their deliverables. Let them choose what and by when wherever possible
- Content: Make sure everyone has interesting work to do

MAKE BETTER DECISIONS

To work collaboratively we need to build a common view of priorities. Make better decisions based on the Business Value Model below.

THE BUSINESS VALUE MODEL

provides a mechanism for collaboratively agreeing the priorities.



THE PURPOSE BASED ALIGNMENT MODEL

Helps teams understand what investments we should make



BILLBOARDS

- Use a virtual Billboard to determine if something really is Differentiating.
- “Buy this product/service because...”

DECISION FILTERS

- Use decision filters to communicate business criteria throughout the organisation.
- Decision Filters should align to Business Strategy which relates to how you will create sustainable Business Advantage.
- If our goal is to be “x” then the decision filter is of the form ... Will this help us achieve “x”?