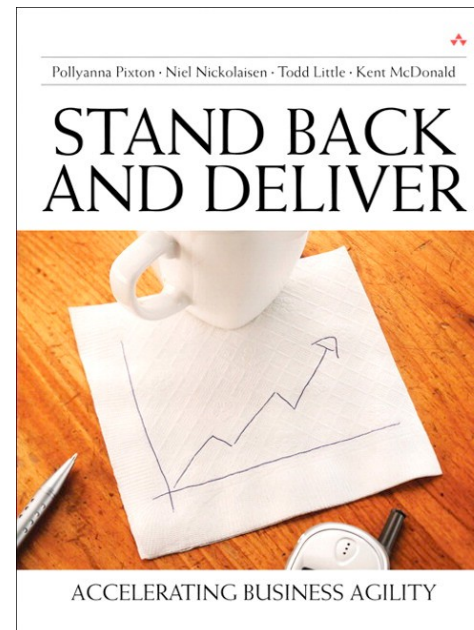### OTHERWISE
- Work Around
- Reflect. Don't react
- Don't take it personally
- I'll get back to you on that
- Leave the room

WHEN ALL ELSE FAILS
- Remove the non-Collaborator (or yourself)
- Protect the team

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.
- Create a Culture of Trust
- Remove debilitating fear
- Team Based Measurements
- Measure results
- Assume risk together.
- Find common goal.
- Protect the team boundaries.
- Create a safe place to fail.
- Take the fun out of dysfunctionality.
- Feedback that honors the relationship.
- Macro Leadership Cube
- Purpose Alignment Model
- Business Value Model
- Billboards
- Decision Filters

Pollyanna Pixton · Niel Nickolaisen · Todd Little · Kent McDonald

STAND BACK AND DELIVER

ACCELERATING BUSINESS AGILITY

http://accelinnova.com/collaboration.html

Pollyanna Pixton
Paul Gibson

Accelinnova

**SMALL CHANGES
BIG RESULTS**

Trust & Ownership

Failure	Energy & Innovation
Command & Control	Conflict

COLLABORATING WITH NON-COLLABORATORS

Non-Collaborators
- Processes
- People
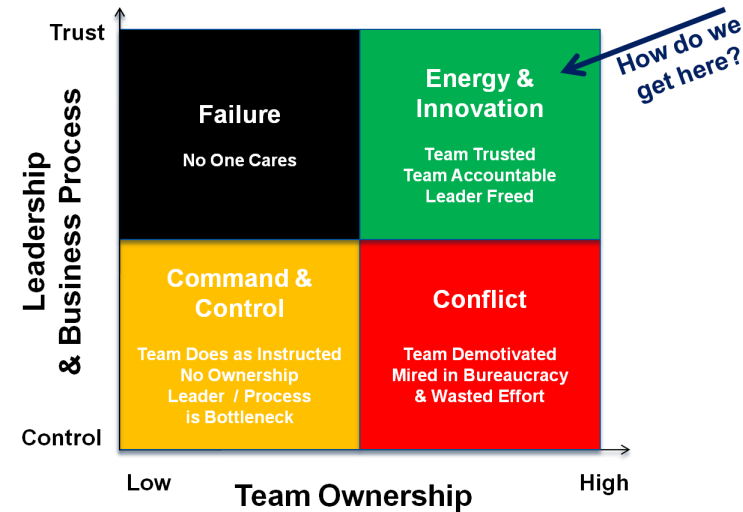- Teams
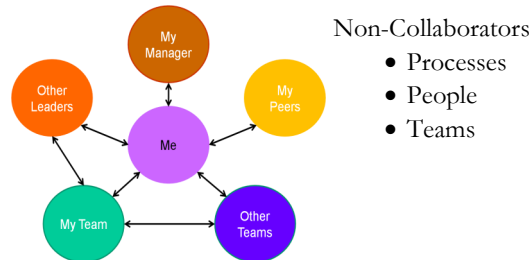
WHY DON'T PEOPLE COLLABORATE?
- Lack of skills
- Fear. Fear of losing control; Fear of others taking the credit; Fear of failure; Broken Trust
- It's all about me. Self-Centered; Passive Aggressive; Personal Agenda; Wants Power and Control; Must Win

RESEARCH
- Identify the systems they work in
- Identify the systems you work in
- Understand their motivation
- Your own motivation
- Your risk

TAKE ACTION
- In general
  - Speak so you can be heard
  - Focus on business value
  - Practice a going forward approach
  - Bring solutions not problems
  - Watch your timing
- Tips
  - Have 3 people in a meeting
  - Find common ground
  - Share information—be transparent
  - Give data before people need it
  - Do you care if it's "their idea"
  - Find an inflencer that works for them

Trust / **Control** (vertical axis: Leadership & Business Process)

Low / **High** — **Team Ownership** (horizontal axis)

Failure — No One Cares	**Energy & Innovation** — Team Trusted, Team Accountable, Leader Freed
Command & Control — Team Does as Instructed, No Ownership, Leader / Process is Bottleneck	**Conflict** — Team Demotivated, Mired in Bureaucracy & Wasted Effort

How do we get here?

In reality each scale is a continuum.

FAILURE
If the team does not care and the Leader has abdicated then No-One cares and the project is doomed to failure.

COMMAND & CONTROL
Leaders who fear failure and who are insecure regarding the Team's Ownership are tempted to move to "Command & Control". The team has no ownership of the delivery and does only as instructed. As the leader personally drives all progress and makes every decision they become a bottleneck.

CONFLICT
If the team has built strong ownership but the Leader insists on tight control conflict arises. If this situation persists, eventually the team will give up and give ownership back to the Leader. To move to the Energy quadrant the Leader has to relax control and trust the team.

ENERGY & INNOVATION
The team is has ownership and is committed to meet the business and the Leader's Goals. The Leader is a valued resource that helps the team deliver.

CONFLICT
- Appreciative Enquiry
- Focus on the Future State

COMMAND & CONTROL
- Understand why they do this
- Build a cube together
- Check in regularly
- Can you build trust?
- Can you fix the process?

CONFLICT
- Find something you agree on no matter what
- Ask how they would like to solve the rest
- Bring lots of data

FAILURE—THE PASSIVE NON-COLLABORATOR
- What are they passionate about?
- What is holding them back?
- Advocate for them to pursue their area of passion.

FAILURE—PASSIVE AGGRESSIVE NON-COLLABORATOR
- Don't engage in a power struggle
- Wrap them in process
- Don't let them dodge accountability by saying you don't have authority
- Make them step into their responsibility
- Make them commit in public
- Take the "Fun" out of being dysfunctional
- Don't let them be leaders

NON COLLABORATIVE PROCESSES
- Value Stream Mapping
- Improvement Workgroups
- Never let the process make you fail

TEAM TO TEAM NON COLLABORATION
- Build a common vision
- Hold past dodgers accountable

MORE OVER ....