

Connecting to Collaborate Within Community

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Agenda

Welcome and Check In

Stories Around Collaboration

Benefits of Collaboration

Challenges in Collaborating with Others

Collaborative Leadership

Key Skills for Collaboration

- Trust

- Empathy

- Managing Conflict

Teams

Characteristics of High Performing Teams

Team Agreements

Team Collaboration Tools

Recap and Close



What is Collaboration?

The Conference Board of Canada defines collaboration in general terms as:

“A process where two or more people and/or organizations work together to achieve agreed-upon shared goals. This is usually done by sharing knowledge, learning and working together to realize the common goals.” (Cohn, 2015).



Pair Share - Collaboration Stories

Share a story about a time that you were involved in a successful collaboration.

What were some effective collaboration skills demonstrated?

Capture one collaboration skill per sticky in black magic marker. Post on wall.



Collaboration Involves.....

Relationship formed for the purpose of achieving a specific objective with expected greater benefits

Involve balance of power and influence

Willingness of parties to modify their own operating systems

Involve high levels of interaction, trust and information sharing



Benefits of Collaboration



Sharing the costs and risks of major projects



Improving the quality and efficiency of service delivery



Securing economies of scale and reducing costs



Improving innovation



Providing more effective ways of tackling “complex” social and economic issues



Unified face to customers



Faster internal decision making

Barriers to Successful Collaboration

In table groups, brainstorm:

- 1. What are some challenges that you face in collaborating with others?**

Appoint a notetaker to capture notes.



A high-angle, top-down photograph of a diverse group of seven people in a huddle. They are all looking down at their hands, which are stacked together in the center. The group includes a man with red hair in a light blue shirt, a woman with glasses and a white shirt, a man with glasses and a dark brown shirt, a woman with dark curly hair in a black vest, a woman with red hair in a green jacket, a man with glasses and a yellow shirt, and a man with a shaved head and glasses in a white shirt. The background is a simple, light-colored indoor space. The text "Collaborative Leadership" is overlaid in the center in a large, white, sans-serif font.

Collaborative Leadership

Collaborative Leadership

The capacity to engage people and groups outside one's formal control and inspire them toward common goals – despite differences in convictions, cultural values and operating norms.



Traditional vs Collaborative Leadership



A high-angle, top-down photograph of a diverse group of seven people (four men and three women) of various ethnicities and ages. They are all leaning inward, looking down at a central point where their hands are stacked on top of each other. The group is arranged in a circle, and the background is a simple, light-colored indoor space. The overall mood is one of teamwork and unity.

Collaboration Skills

Trust
Empathy

Characteristics of Trust



If you place trust in people, they are more likely to act in a trustworthy way.

Trust is built through demonstrating particular values and behaviours.

It is reciprocal - you need to give trust in order to be granted trust.

It is inherently risky - trust cannot be built unless you are prepared to accept risk and vulnerability.

By admitting vulnerability (e.g. knowledge gaps) you can build trust.

Cost of Trust in the Workplace



↓ **Trust** = ↓ **Speed** ↑ **Cost**

↑ **Trust** = ↑ **Speed** ↓ **Cost**

Steven Covey
Speed of Trust

13 Behaviours of Highly Trusted Leaders

- **Talk Straight**
- **Demonstrate Respect**
- **Create Transparency**
- **Right Wrongs**
- **Show Loyalty**
- **Deliver Results**
- **Get Better**
- **Confront Reality**
- **Clarify Expectations**
- **Practice Accountability**
- **Listen First**
- **Keep Commitments**
- **Extend Trust To Others**



What is Empathy

- **Empathy is the ability to experience and relate to the thoughts, emotions, or experience of others.**
- **Empathy is more than simple sympathy, which is being able to understand and support others with compassion or sensitivity.**
- **Research shows empathy is a critical factor in being a successful leader.**

(CCL, Empathy in the Workplace, 2020)



Actions to Strengthen Empathy Skills

- **Put yourselves in the other person's shoes and try to look at it from their perspective.**
- **Develop curiosity and genuine interest in others.**
- **Show compassion towards others.**



Actions to Strengthen Empathy Skills Cont...

- **Practice active listening.**
- **Share something personal.**
- **Practice kindness.**

**Source: Daniel Goleman,
What Makes a Leader**





**“BE SOFT ON THE PEOPLE,
HARD ON THE PROBLEM”**

Source: Negotiating to Yes, HBS

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Collaboration Within and Across Teams

What is a Team?

A team is a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable.



**Jon Katzenbach and Douglas Smith
The Wisdom of Teams**



Teams Are Functioning Below the Optimal Level

Areas of particular concern are:

- internal functioning
- the coordination of activities
- revolving team memberships
- ineffective conflict resolution
- poor communication
- lack of trust

CCL, State of Teams Report, 2007

So How Do You Create High Performing Teams?

Balance Productivity & Positivity

Productivity Strengths

- Competencies that support the team's ability to be productive.

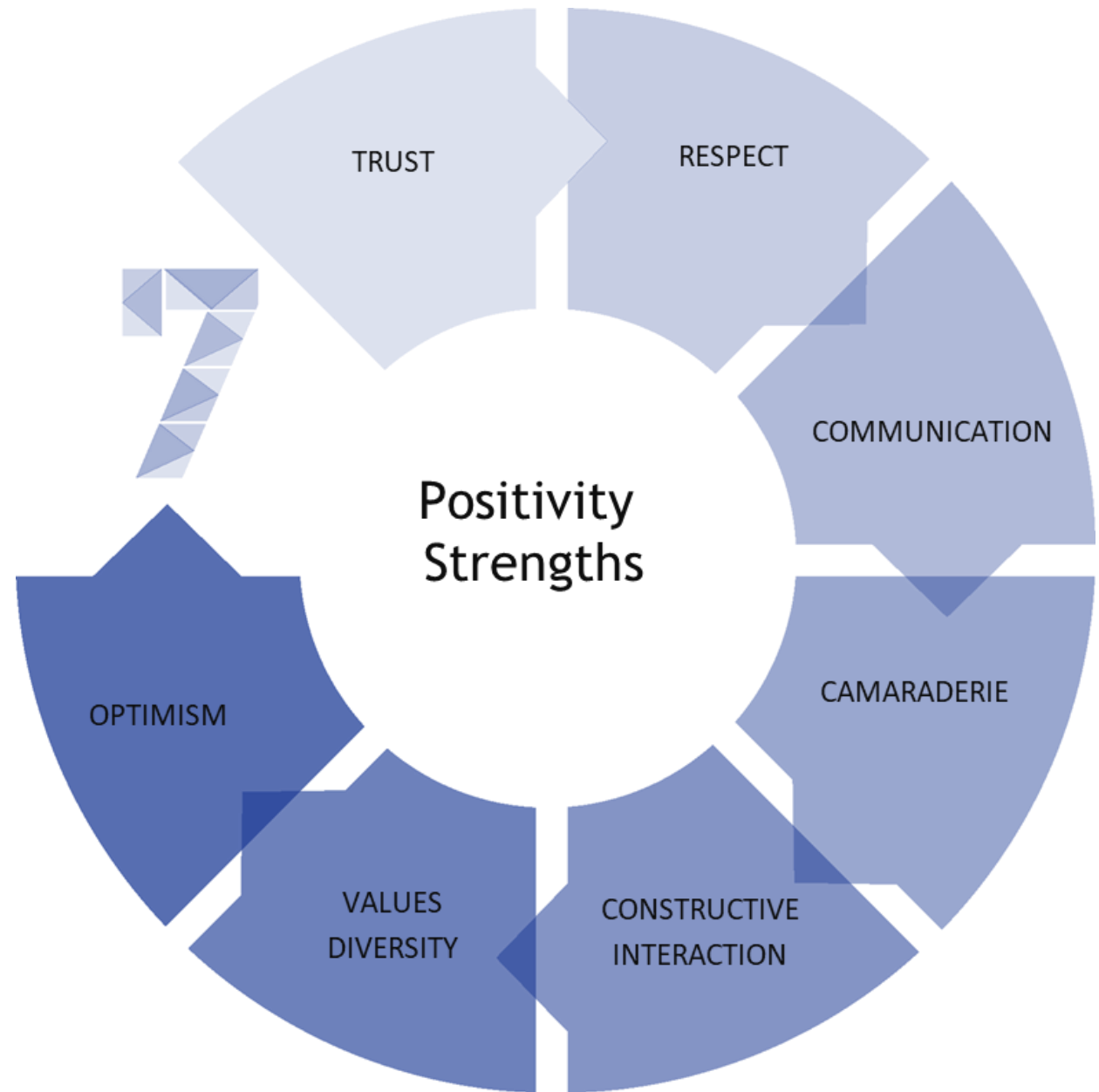
Positivity Strengths

- Competencies that create an environment that supports the team's productivity.



High Performance Team Indicators

Source: Team Coaching
International



High Performance Team Indicators

Source: Team Coaching International



Collaborating Within Teams

- **What team performance indicators are strengths within the teams you support?**
- **Which team performance indicators are opportunities for development to help improve collaboration?**
- **Appoint a note taker and spokesperson.**



Collaborating Across Teams

In groups, discuss:

What are some of the challenges you face in collaborating across teams or boundaries?

Appoint a note taker, spokesperson.

Be prepared to share in CHAT when you return.



Cross Silo Leadership

Breaking Down Silos – 5 Key Strategies

(source: HBR Cross-Silo Leadership)

The Challenge:

Today's workplace requires people to collaborate across functional and national boundaries, but breaking down silos is difficult....

The Cause:

Employees don't know how to identify expertise outside their own work domains and struggle to understand the perspectives of colleagues who think differently.

The Solution:

Leaders can help employees connect with and relate to people across organizational divides by tapping into the 5 strategies (see next slide)

Cross Silo Leadership

Breaking Down Silos – 5 Key Strategies

(source: HBR Cross-Silo Leadership)

- 1. Deploy and develop cultural brokers.**
- 2. Encourage people to ask the right questions.**
- 3. Get people to see the work through other's eyes.**
 - a) Organize cross silo dialogues**
 - b) Hire for curiosity and empathy**
- 4. Broaden your employee's vision**
 - a) Bring employees from diverse groups together on initiatives.**



Team Tools for Collaboration



Check In

Purpose:

Helps the group or team clarify its expectations and identify any issues that might be preventing someone from being fully present.

Process:

- **At 1st meeting, explain to the group its purpose for being present and what they should expect from the meeting.**
- **Ask for their expectations by asking why they are here, how they are feeling, what they would like to get out of the meeting, and whether there is anything preventing them from being fully present**

Debriefs

After each meeting, ask the group to answer these questions:

- How did we do as a team?
- What will you take away?
- What did you learn?
- What could we improve?
- What was powerful about this session or meeting?

Take note of the ideas and recommendations and conclude by reminding of what they accomplished during the meeting.

Stop Start Continue

PURPOSE

A Stop, Start, Continue Analysis is a proven approach to collecting valuable feedback. It is an opportunity to help an individual, team or organization determine what it needs to do to stay aligned to their goals and/or objectives.

PROCESS:

What are the things that are making you unproductive or that are not adding value to the team that you should STOP doing?

What are the things that you are doing as a team that are working well and that you should CONTINUE doing?

What are the things that you should START doing to make you more productive or effective?



Strategic Decision Making Model



**DEFINE THE
DECISION YOU
WANT TO MAKE**



**IDENTIFY DECISION
ALTERNATIVES AND
OPTIONS**



**SELECT THE BEST
ALTERNATIVE**



**IDENTIFY
POTENTIAL
ROADBLOCKS AND
SETBACKS**



**DEVELOP AN
ACTION OR
IMPLEMENTATION
PLAN**



**IMPLEMENT,
MONITOR
PROGRESS AND
REVISE THE PLAN**



Five Fingers – Team Consensus

- | | |
|----------------------|--|
| Five fingers | - Love it. I completely agree and support the decision |
| Four fingers | - Good idea. |
| Three fingers | - I have some reservations but can support the decision to move forward |
| Two fingers | - I have reservations and can't support this decision without further discussion |
| One finger | - I can not support this decision. |

Tool – Team Agreements

Purpose

- **agree on a “consistent” way of how the team will operate. Increase trust on the team.**

Benefits

- **Clarify what others expect of one another**
- **Make members’ behaviour more predictable**
- **Reduce unproductive behaviours**
- **Clarify key processes such as decision making**
- **Provide criteria for effective feedback**
- **Clear guidelines for conflict resolution**



Sample Team Norms



Provide positive and constructive feedback to others



Actively listen and ask questions to gain understanding



Meetings will start on time on the hour.



Individual team members will support team decisions.



Be fully present and actively participate.



Have fun!!

Appreciation Circle

- Stand in a circle.
- One person begins. This person looks to their right and gives that neighbor an appreciation while looking at them eye to eye. ‘One thing I appreciate about you is....’. Encourage the recipient to say “thank you”.
- Then the recipient turns to their right and gives them an appreciation.
- Continue until everyone has received an appreciation.



Why Are Kindergarten Classes Better At Collaborating Than Many C-suites?

https://www.ted.com/talks/tom_wujec_build_a_tower



Recap

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Team Performance Indicators

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"The strength of the team is each individual member. The strength of each member is the team."

Phil Jackson

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Organizational Development Solutions & Services:

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