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# Collaboration

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# What is collaboration?

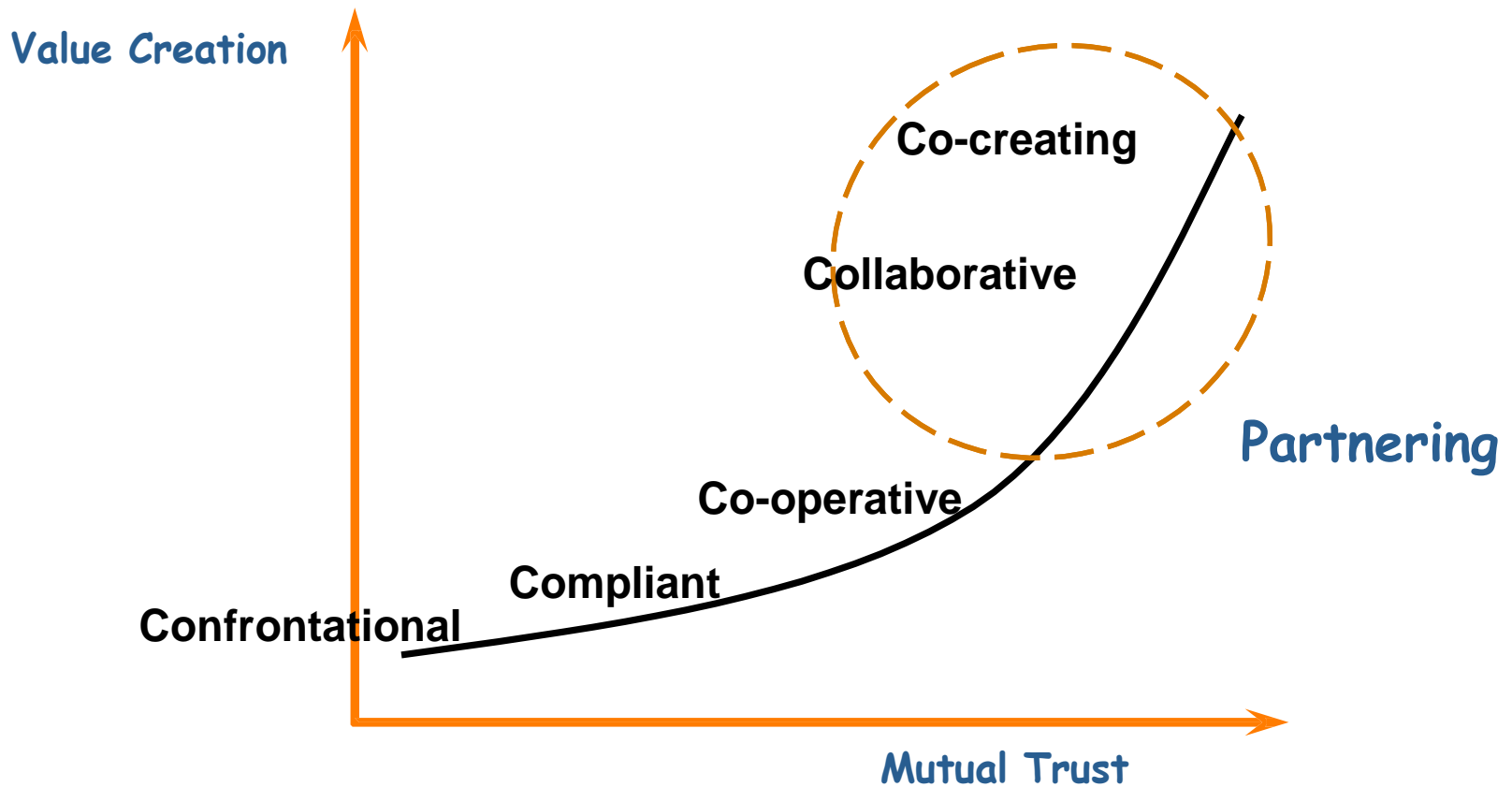
According to dictionary definitions, collaboration means:

- The act of working with another or others on a joint project
- Something created by working jointly with another or others

For the purpose of having one single, all-embracing definition

- *Collaboration is when individuals or groups work together, combining their strengths and negating weaknesses to accomplish a set of goals*
- *Key Elements:*
  - *common objectives and goals among businesses (objectives may be the impetus of the collaboration or they may evolve over time);*
  - *shared risk and mutual benefits (risks and benefits may be different for each and may accrue with different timeframes);*
  - *contributions from both (including both monetary and non-monetary); and*
  - *shared authority, responsibility and accountability, enthusiasm and commitment*

# The challenge to create added value





# Some examples

- **Communities**
- **Airbus/Eurofighter/Panavia**
- **The Lions**
- **Goldcorp Inc. a Canadian gold mining company**
- **BP Andrews field**
- **South West Trains & Network Rail Alliance**



# Drivers for Collaboration

- **Survival!**
- **Access to Markets (including different cultures)**
- **Access to other capabilities and knowledge**
- **Shared resources**
- **Diversity**
- **Shared and Optimised risks and opportunities**
- **Innovation to solve shared problems / reduce costs**
- **Improved productivity and operational performance**
- **Better financial performance**
- **Yours?**

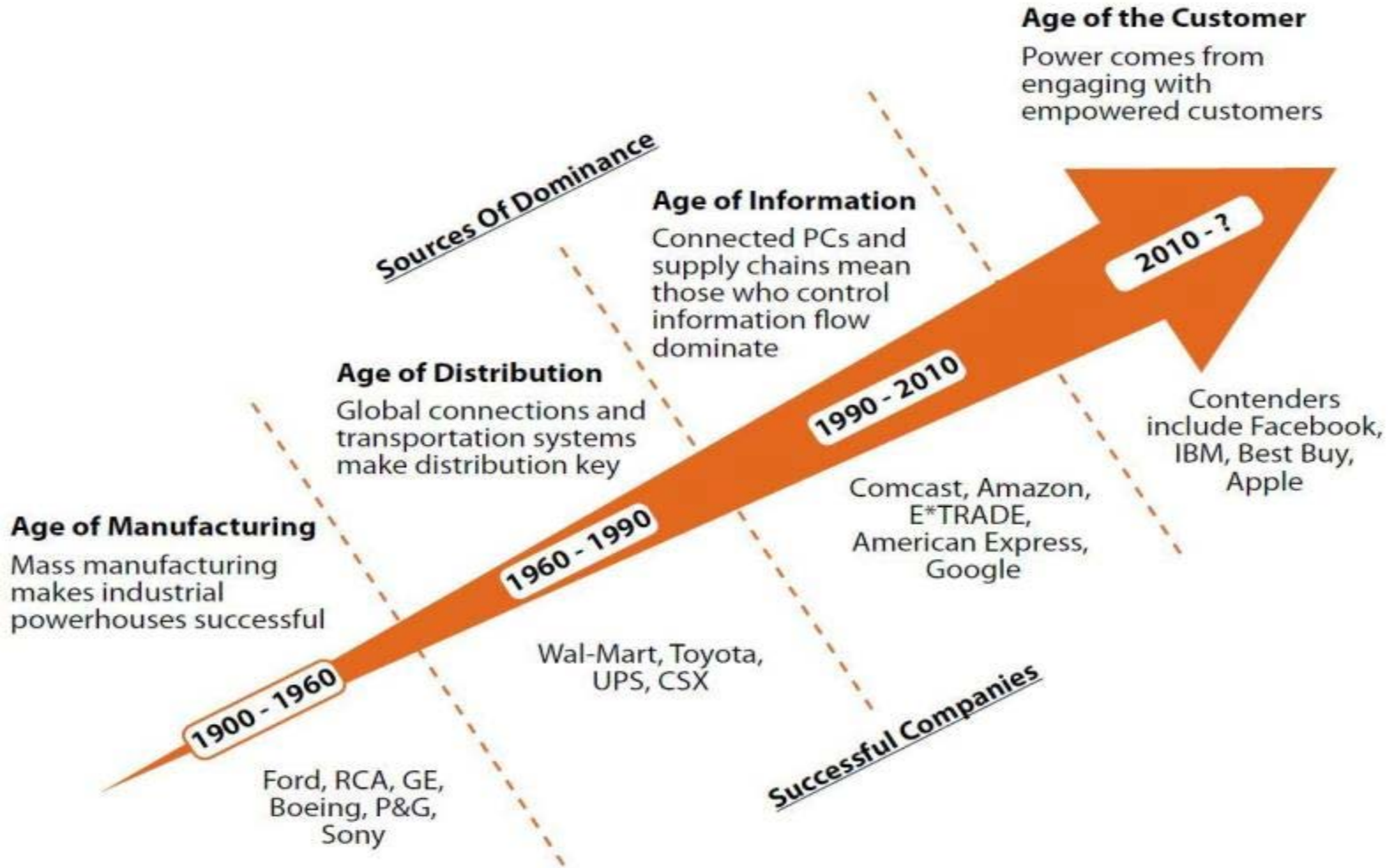


# Change

- *The world is moving so fast nowadays that the man who says it can't be done is generally interrupted by someone doing it - (Elbert Hubbard)*
- Many companies that have struggled with disruptive change – RIM, Nokia, Barnes & Noble, HMV, Kodak, Blockbuster etc. etc
- Businesses disrupted by smartphones and tablet-PC – Digital cameras, eBooks, GPS devices, marine navigation, medical devices etc. etc.
- Disruptive business models based on collaborative consumption – books and media, car sharing, fashion, parking spot, toys etc. etc.



# Change





# Drivers for Collaboration

Critical

Perceived Importance of Collaboration

<p><b>“Altruistic”</b></p> <p>Needs of many over needs of few, however in practice:</p> <ul style="list-style-type: none"><li>• Driven/supported by those who have most to gain</li><li>• Those with little to gain unlikely to be as committed or contribute much resource</li><li>• May fail to achieve goals through “weak links” (smaller but essential activities or groups drift away)</li></ul>	<p><b>“Strategic”</b></p> <ul style="list-style-type: none"><li>• High value for all participating organisations and overall collaborative</li><li>• High process integration</li><li>• Risk sharing linked to significant benefits</li><li>• Strong identity</li><li>• Sustainable</li></ul>
<p>?</p>	<p><b>“Opportunistic”</b></p> <ul style="list-style-type: none"><li>• Individual collaboration where value is identified</li><li>• Unlikely to support common goals and objectives</li><li>• Operates on separate networks not “one to many” hierarchy</li></ul>

Low

Benefits to Participating Organisations

High





# Why is this relevant in 2013?

- **The Coalition!**
- **Social services child protection**
- **Network Rail and TOCs**
- **Aerospace**
- **Linux**

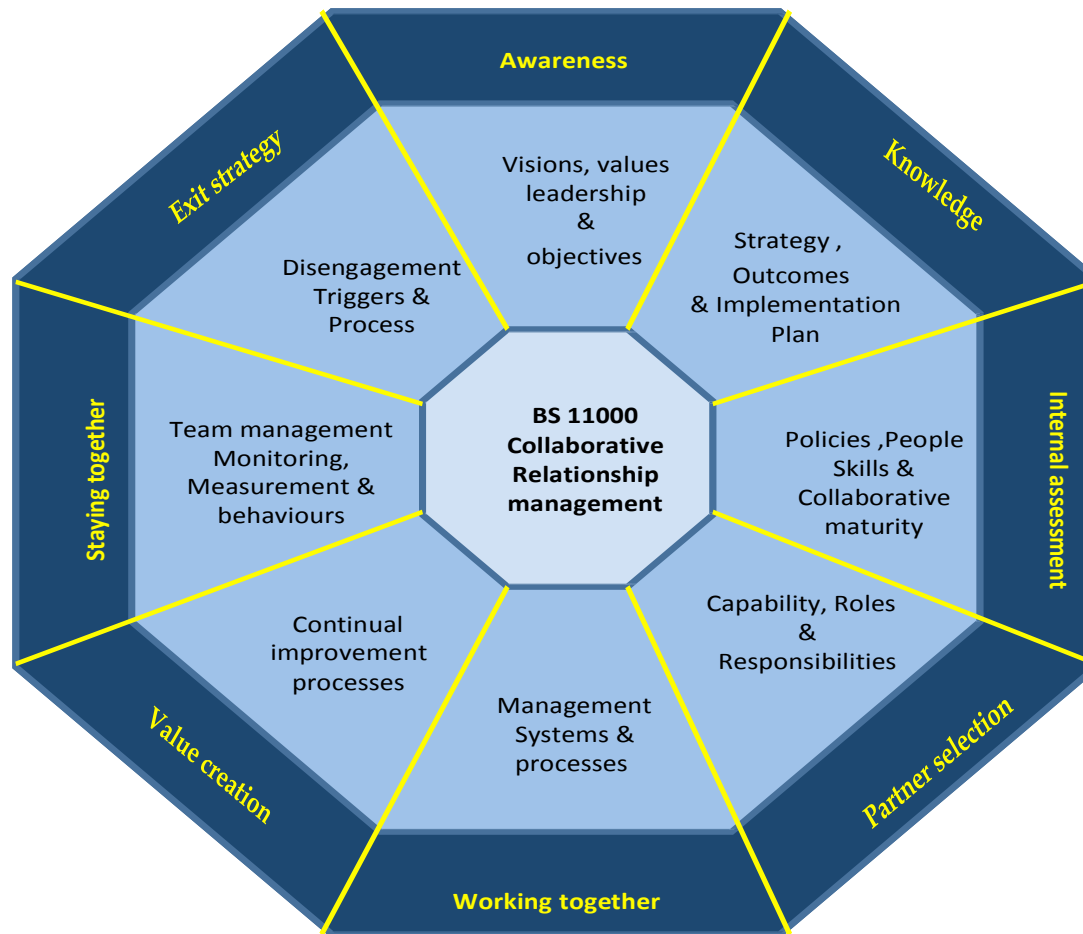


# Barriers

- A top down Command + Control management style
- An over-reliance on the culture of individualism & attitude of “every man for himself”
- Knowledge is power
- Fear of change
- Can’t teach an old dog new tricks
- Some people will never change. Accept it and move on.
- WIIFM
- Lack of time
- Lack of support from the top

# Framework

- BS 11000-1 is a new British Standard that provides a framework specification for creating collaborative business relationships





# What is Collaborative Leadership?

- Collaborative leadership is the intentional and skillful management of relationships that enables others to succeed individually while accomplishing a collective outcome.
- Collaboration is NOT the outcome or goal. Collaborations are processes that, when successful, align people's actions to accomplish a goal or solve a problem.
- Collaborative leaders facilitate the involvement of others working toward a shared outcome in a manner that reflects collective ownership



# Leadership Style

- Its a hyper connected business world, spurred on by social media and globalization - which demands a leadership style that can harness the power of connections
- Leaders need to shed the command and-control and consensus styles in favour of collaborative leadership
- Collaborative leaders who get results do four things well (HBR Research)

- Make global connections that help them spot opportunities
- Engage diverse talent from everywhere to produce results
- Collaborate at the top to model expectations
- Show a strong hand to speed decisions and ensure agility

## Rather than

- Focus on internal connections
- Rely on homogeneous teams for new ideas
- Serve corporate politics and parochial agendas
- Let groups get mired in conflict or attempts at consensus



# Collaborative Leadership

- The capacity to engage people and groups outside one's formal control and inspire them to work toward common goals—despite differences in convictions, cultural values, and operating norms.
- Most people understand intuitively that collaborative leadership is the opposite of the old command-and-control model, but the differences with a consensus-based approach are more nuanced.

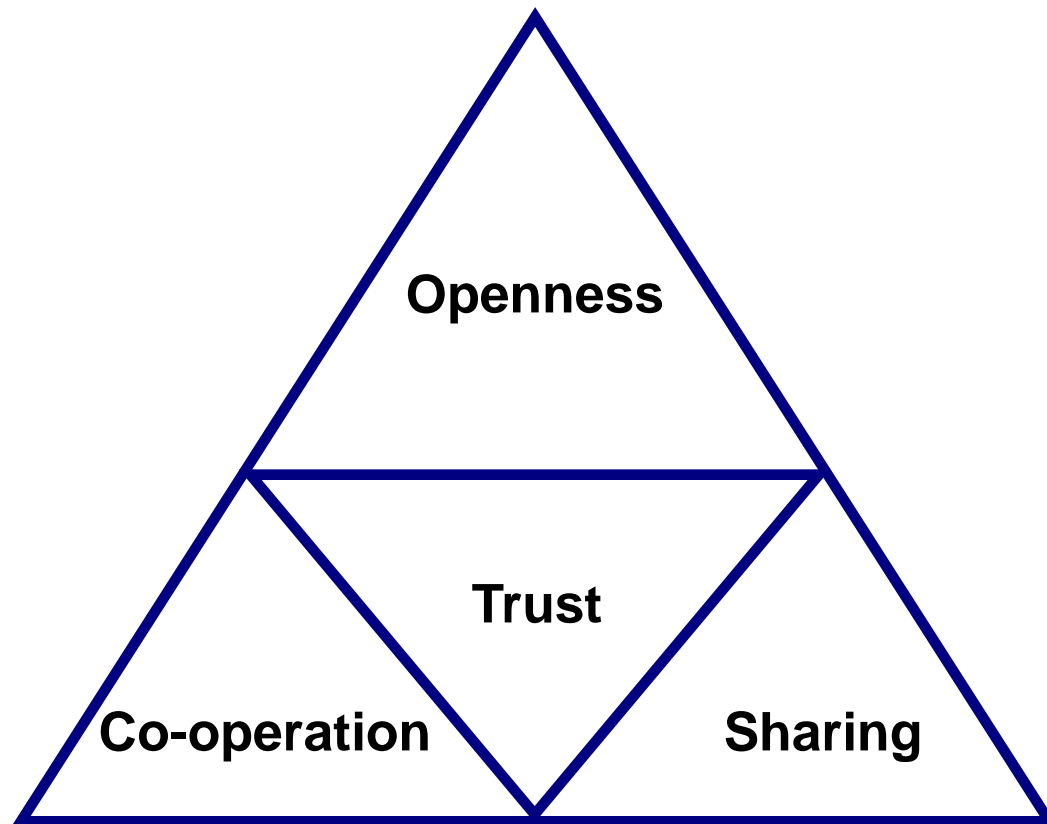


# Relationship Management

- Six competencies - Relationship Management domain of Emotional Intelligence
  - Inspire
  - Influence
  - Develop
  - Initiate change
  - Manage conflict
  - Establish teams and collaboration



# Values and Behaviours







# Recognising Differences

## In your organisation

- Do people identify themselves primarily as individuals or as members of a larger collective?
- Do people with different levels of power and prestige treat one another equally or unequally?
- To what extent do different cultures emphasize combat (tough) or compromise (tender)?
- How do cultures differ in terms of taking risks, tolerating ambiguity and needing relatively little organizational structure?
- How precisely do people from different cultures deal with time?



# Co-Creating a Collaborative Culture

- **Success Factors**

- Investing in signature relationship practices
- Modelling collaborative behaviour
- Mentoring and coaching
- Ensuring the requisite skills
- Supporting a strong sense of community
- Assigning team leaders that are both task- and relationship-oriented
- Building on heritage relationships
- Understanding role clarity and task ambiguity.



# Creating a Culture of Trust and Teamwork

- Shared purpose – articulate how you will position yourself in relation to competitors and partners
  - what key contributions will define success
- Ethic of contribution
  - highest value to people who look beyond specific roles and advance common purpose
- Instituting Interdependent Processes
  - aligning the shared purpose within and across projects – so it is explicit, flexible and interactive
- Create a Collaborative Infrastructure
  - One that involves overlapping spheres of influence – participative centralisation – a matrix structure offers competitive advantage

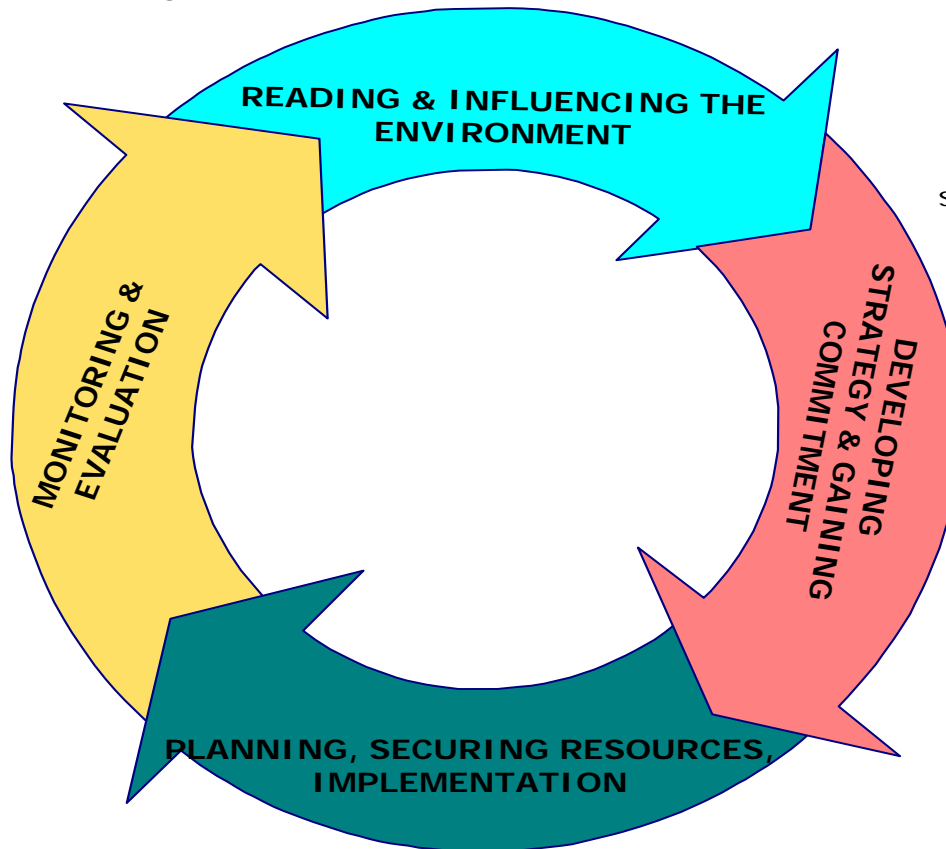


# Shared Values and Behaviours

- Ensure that the goal is built on shared vision, shared values and agreed service principles
- Secure widespread ownership within and outside collaborative organisations
- Ensure that success is dependent on collaborative working
- Ensure fairness in the conduct of the collaborative
- Ensure fairness in distribution of collaborative benefits
- Ensure the collaborative venture is able to sustain a sufficient level of trust to survive external problems which create mistrust elsewhere
- Trust should be sufficient to allow open discussion and management of opportunities
- Commensurate with contribution and (risk)

# Individual Responsibilities

... reviewing trends & opportunities,  
partnership strengths & weaknesses  
... consulting stakeholders



... setting & securing  
support for mission &  
objectives

...developing proposals & plans  
... allocating & attracting resources  
... delegating authority  
... communications



# Why it's important

## Collaboration provides an opportunity

- for people to work together rather than work apart,
- to strive for common goals rather than focus on their personal objectives,
- to create common opportunity and improvement rather than confrontation
- to create a working atmosphere that supports and develops results and the achievement of objectives



# Questions



# Contact

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