

# **Building a Culture of Collaboration**

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## Step One: Define What Collaboration Means

### Example:

*Working with others by engaging in dialogues that confront tough issues, challenge conventional thinking, and reach outcomes that serve as many viewpoints as possible.*

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## Step Two: Identify Behaviors that Demonstrate Collaboration

### Behaviors that Demonstrate Collaboration:

- Openly challenging & testing our assumptions.
- Re-framing how we interpret business conditions.
- Questioning proposed action plans.
- Providing & soliciting candid feedback.
- Reaching agreements on high ROI paths forward.

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## **Step Three: Identify and Eliminate Behaviors that Inhibit Collaboration**

### **Behaviors that Inhibit Collaboration**

- Open attacks on colleagues.
- Not supporting decisions made by collaboration teams.
- Not acknowledging one's own role in contributing to a problem situation.
- Colluding with conflict by remaining silent.

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## **Step Four:** Identify Signs of “Seeing” Collaboration Thriving in the Culture

### **What We Would Expect to See if Effective Collaboration Was Practiced:**

- Cost savings through shared best practices and improved quality of decision making.
- Faster and more consensus on conflict resolution.
- Fewer personal attacks in meetings or in other discussions.
- Shared perceptions of greater team alignment.

***What other signs might we expect to see if Effective Collaboration were practiced?***

# Summary

- Collaborative projects are more likely to succeed if the value of the results exceeds both the opportunity costs and the costs of not collaborating
- Support employees in balancing the need for collaboration with the need for uninterrupted “Focus Time”

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