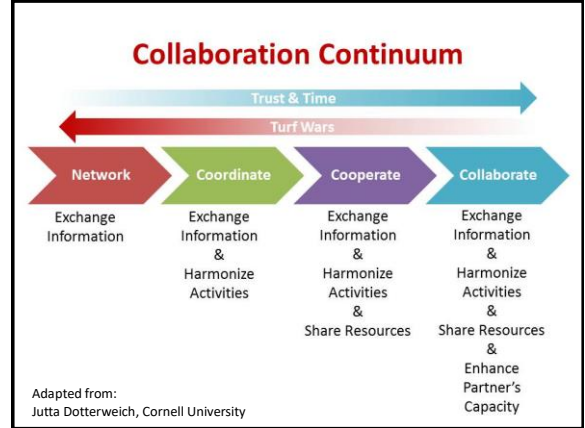


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**Four Traits of a Collaborative Organization**

**# 1: Mission**

The degree to which the group knows why it exists & what its direction is.

What is each member's level of:

- Shared understanding?
- Alignment?
- Ownership?

3

**Four Traits of a Collaborative Organization**

**# 2: Involvement**

The degree to which all levels of the group are engaged & hold the mission as their own.

What is each members level of:

- Personal responsibility?
- Authority?
- Accountability?
- Skills?
- Team orientation?

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**Four Traits of a Collaborative Organization**

**# 3: Adaptability**

The degree the to which the group can respond to external forces & demands.

Coalition must:

- Meet the community where it is at (readiness)
- Be a learning organization

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**Four Traits of a Collaborative Organization**

**# 4: Consistency**

The group's systems & processes that support efficiency & effectiveness.

- Defining a set of behavioral standards
- Walking the talk
- Creating a shared language

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## Reasons Not to Collaborate

- Turf issues
- Personal agenda
- Loss of power
- Empire builders
- Risky
- Takes time

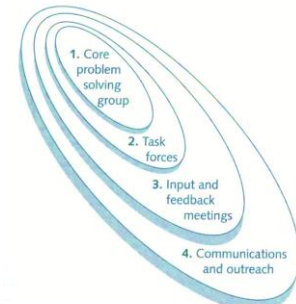


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## Rings of Involvement:

Everyone may not be involved in EVERY decision.

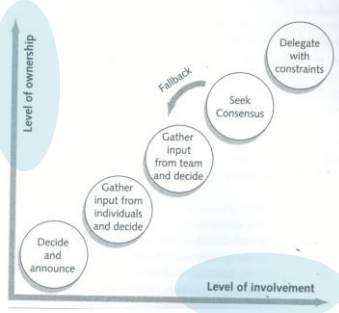


From: *How to make collaboration work*, David Straus (2002)

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## Decision Making Options



From: *How to make collaboration work*, David Straus (2002)

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## Which option to use when:

**Things to consider:**


- Stakeholder buy-in
- Available time
- Importance of decision
- Needed information
- Capability
- Teamwork opportunity

**Decision Making Options Worksheet**

*How do you want your group to be involved in decisions? How do you want to be involved in decisions? How do you want to be involved in decisions? How do you want to be involved in decisions?*

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From: *How to make collaboration work*, David Straus (2002)



## Leadership

Managers do things right.

Leaders do the right thing.

➔ **Facilitative leaders** get the right people to collaborate on the right things.

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## “Facilitative Leaders” make it easy for groups to move through The Stages of Group Development

**I → WE → IT**

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### The Stages of Group Development

**I** **Personal needs:**

- Getting oriented to the group
- Finding out if personal needs will be met

**WE** **Group needs:**

- Developing useful membership roles, ground rules, procedures, group structures, shared vision

**IT** **Group task:**

- Focusing on the agreed upon objective(s)

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### The Stages of Group Development

**I** **Personal needs:** ← Members often stuck here

- Getting oriented to the group
- Finding out if personal needs will be met

**WE** **Group needs:**

- Developing useful membership roles, ground rules, procedures, group structures, shared vision

**IT** **Group task:** ← Facilitators often jump to here

- Focusing on the agreed upon objective(s)

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### Group Leadership

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### 2 Types of Group Leadership

Need a balance of BOTH!

<p><b>Task</b> (Focuses on details)</p> <ul style="list-style-type: none"> <li>▪ Prepare agenda</li> <li>▪ Recommend objectives</li> <li>▪ Determine key questions</li> <li>▪ Suggest strategies</li> <li>▪ Clarify information</li> <li>▪ Move the group to action or decision</li> <li>▪ Record information &amp; decisions</li> <li>▪ Open &amp; close meetings</li> </ul>	<p><b>Maintenance</b> (Focuses on Personal Relations)</p> <ul style="list-style-type: none"> <li>▪ Welcomes members</li> <li>▪ Introduces people</li> <li>▪ Includes everyone in discussion</li> <li>▪ Encourages/ensures all members speak</li> <li>▪ Thanks members for contributions</li> <li>▪ Gives positive feedback</li> <li>▪ Focuses on the group dynamics</li> </ul>
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### What is your leadership tendency?

- What is comfortable about it?
- What challenges do you face in trying to balance these two sides of leadership?
- How does each style of leadership support collaboration?

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### Thank you!

**Collaboration in Work Groups**

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