Collaboration in Work Groups
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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?

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

What is each member’s level of:
- Personal responsibility?
- Authority?
- Accountability?
- Skills?
- Team orientation?

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# 3: Adaptability
The degree 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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# 4: Consistency
The group’s systems & processes that support efficiency & effectiveness.

- Defining a set of behavioral standards
- Walking the talk
- Creating a shared language
Reasons Not to Collaborate

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

Rings of Involvement:
Everyone may not be involved in EVERY decision.

Decision Making Options

Which option to use when:

Things to consider:
- Stakeholder buy-in
- Available time
- Importance of decision
- Needed information
- Capability
- Teamwork opportunity

Leadership

Managers do things right.

Leaders do the right thing.

Facilitative leaders get the right people to collaborate on the right things.
The Stages of Group Development

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

**Group needs:**
- Developing useful membership roles, ground rules, procedures, group structures, shared vision

**Group task:**
- Focusing on the agreed upon objective(s)

2 Types of Group Leadership

**Task** (Focuses on details)
- Prepare agenda
- Recommend objectives
- Determine key questions
- Suggest strategies
- Clarify information
- Move the group to action or decision
- Record information & decisions
- Open & close meetings

**Maintenance** (Focuses on Personal Relations)
- Welcomes members
- Introduces people
- Includes everyone in discussion
- Encourages/ensures all members speak
- Thanks members for contributions
- Gives positive feedback
- Focuses on the group dynamics

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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