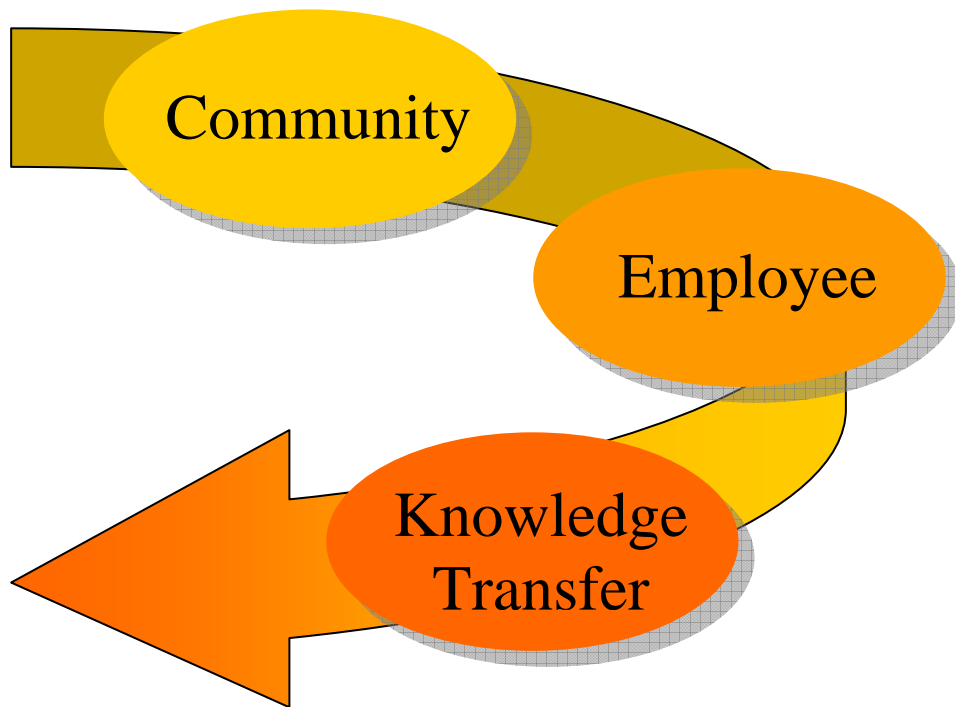
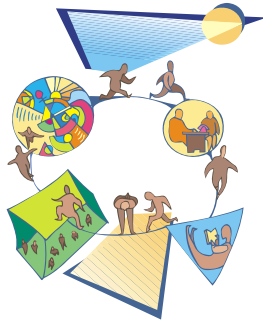




**Establishing a Collaborative Workplace:  
Intentional Communication - a foundation for collaboration**



## Introduction



In many organizations leaders become accustomed to using a one way communication style. This is something that can happen to anyone because employees look to those leaders for guidance. The problem with this is that if you wish to have buy-in to ideas and change, you need those employees to embrace what you are trying to achieve.

In his presentation, Mr. Robertson talks about how intentional communication deals with building a collaborative environment. Through collaboration, employees will work together to implement change. They will help each other be successful, ultimately making the change successful.

By changing the way you communicate and collaborate with your employees, you can create a workgroup that accepts and even embraces change. In order to be able to do this, you will need to have a plan for communicating and collaborating with your employees.

The purpose of this workbook is to provide a tool for you to use to examine and improve the way you implement change. This workbook can be used by an individual leader or a work group. It can be used in the workplace or in any other area of your life which might be experiencing changes.

## Control (Change to do Better)



Today many leaders lead by controlling. They stay on top of things. This might help them stay out of trouble but probably will not make them better. If a leader wants to change to do better, they will need to develop a better way of communicating by engaging employees rather than trying to dictate. Our first step in the workbook is to look at improving the way we collaborate around areas of control when experiencing a change.

### Action Item #1: Identify changes you can make to change the way you do business.

Put a check mark by each of the following techniques that you use when managing or leading. Be honest with yourself and keep these in mind when you are working through the rest of the workbook.

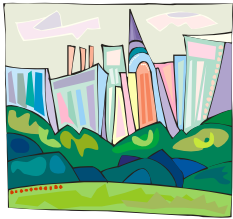
Technique	✓
Managing the numbers	
“No Surprises”	
On time on budget	
Performing to expectations	
Fixing the problems	
Controlling others	
Dealing mostly with today or the short term	
Taking only well calculated risks	

Identify an initiative that you will be leading or have led in the past. This can be large or small and can be related to your business or other areas of you life. Keep this in mind while working through this workbook.

On the left is a list of techniques to develop collaboration. On the right, make a list of specific approaches you can make that could improve your ability to implement collaboration in the process.

Techniques	Specific Approaches
Influencing large groups of people to WANT to do something different	
Engaging people with a “better way” of doing business	
Building belief in others so that they are willing to take risks, personally and collectively	
Building a climate of trust so that others feel good about what to them is the unknown	
Connecting others with the business performance needs of the short, medium and long term future	
Being willing to confront, but not in a personally vindictive way	
Being a role model	
Delegating effectively and providing rewards / consequences	

**Vision and Direction**



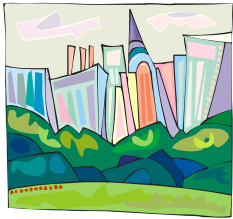
Providing vision and direction is not just about coming up with a catch phrase or slogan. It involves taking the time to explain why it is important for everyone and how they will benefit. It also involves including others in discussion instead of sending out a memo or email.

**Action Item #2: Create a plan to deliver your vision and direction.**

In the table below, identify specific ways that you can communicate the vision and direction of the project. (Use the initiative you identified earlier)

Technique	Specific Approach
Making the ideas of what is possible in the future into a compelling proposition on how the future state of the business will add value and show people why that's important	
Making the "vision" mean something to everyone with whom you have contact	
Converting the vision into behaviors so people will understand what it means on a personal, daily basis	

**Collaboration and Relationships**



**Action Item #3: Create a plan to collaborate while implementing the change.**

In the table below, identify specific approach you can use to develop the behaviors listed on the left. (Use the initiative you identified earlier)

Behaviors	Specific Approach
High mutual respect in teams	
Willingness to confront issues head on	
Playing devils advocate for better decision making	
Staying the course, walking the talk	
Listening, listening, listening	
Building bridges, not reinforcing divisions	
Building “common cause” from the future back	

**Risk**



Many people who resist change do so because they do not see the benefit for them. They do not see the rewards associated with the risk. They feel that their job might go away or that they will not be able to or want to change their skills to fit in the new environment. A good leader will help those people understand how they fit and why the risk is worth their effort.

**Action Item #4: Create a plan to communicate the “why” the risk taken with the change will be worth it to the employees.**

In the table below, identify the specific approach you can use to influence others to take the risk of actively participating. (Use the initiative you identified earlier)

Technique	Specific Approach
When you change the way you do business, you change fundamentally the context in which people become successful	
People need to explicitly detail how they can be successful in the “new” business	
To do that you will have to examine your own reasons for being here and your individual passion for the business that you are building.....and be prepared to talk about both	

**Time and Resources**



In order for the change to be successful, a leader needs to take time to spend with the employees so that they understand the change and will fully embrace it. The leader cannot do this by sitting in their office. They cannot do this by having others explain it for them. They can only do it by getting out and spending time with the employees.

**Action Item #5: Crte a plan to personally communicate the change to the employees.**

In the table below, identify specific approach you can use to communicate with others. Below the table, identify where the time will come from. (Use the initiative you identified earlier)

Technique	Specific Approach
Encouraging, persuading; getting people to stop doing things they have been doing for years	
Helping people remove real and perceived obstacles to change	
Getting outside the traditional executive comfort zone	
Listening	

Where will the time come from?

**Promote Collaboration**



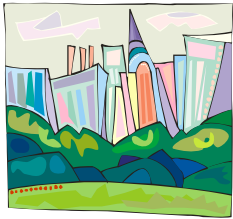
Most people in a workgroup or business do not fully understand the difference between cooperation and collaboration. A good leader will help foster collaboration when it is needed. Workgroups that use collaboration will be more likely to embrace change and succeed during times of change. Use the table below to determine if your workgroup is using cooperation or collaboration.

**Action Item #6: Identify the strategies used by your workgroup.**

In the table below, place a check mark next to the statements that best represent your workgroup.

Cooperation	✓	Collaboration	✓
Transmitting information mainly		Solving problems with one another	
Neutralizing resistance		Maximizing advantage for a <u>group</u>	
Recapitulating others ideas through active listening		Reformulating ideas through de-personalized argument	
Working cooperatively, with harmony		Integrating alternatives, to build creativity	
Selectively adapting		Re-frame or reorganize others perspectives	
Generically applying concepts in an emotionally intelligent way		Creating a climate of interdependence	
Realize they must be tolerant of others		Realize they can't / shouldn't know or do it all	
Adapt to the norms and customs of others		Equate working with others as a vehicle for personal growth and freely give way to the skills of others where appropriate	
Make controlled responses even when others are being provocative		Embrace the notion of being influenced by others	
Are always looking for methods to "grease the skids" in getting their ideas "sold" to others		Know what they stand for well enough that they can deal well with conflict situations	
		Make catalytic suggestions for group process	
		Seek ways of "cutting out the crap"	

## Establish Trust



Trust is essential if a group is to successfully achieve change. Everyone needs to feel that they know everything that is going to affect them. This is necessary because they need to feel they can trust their leaders and coworkers. There is much at stake for everyone and if everyone is not honest and trustworthy, people will revert to relying on others for their information.

**Action Item #7: Determine how trust can be established and maintained during the change.**

Make a list of ideas as to how you can instill trust in your workgroup.