Radical Collaboration

CBODN 2013  Annual Conference

Karla Finger, MSOD
Kim Waldman, MSOD
Session Plan

- Describe five essential skills for building successful, collaborative relationships
- Drill down on three attitudes toward conflict and the nature of relationships
- Explore how individual defensive strategies limit personal effectiveness
- Learn how collaboration can enhance individual, team, and organization effectiveness
Collaborative Mindset, Skillset, and Tools can Make or Break Your Reputation

- Collaborative Intention
- Truthfulness
- Self Accountability
- Self-Awareness
- Collaborative Problem Solving & Negotiating
Cooperative problem solving, consensus building, and constructive conflict resolution were once considered interesting alternatives and last resorts when conventional approaches failed. Now, they are becoming standard management practices and are being integrated into the way we govern ourselves and our scarce resources, public services, and human capital. **Collaboration is becoming the 21st century’s governance tool of choice and necessity.**

*Kirk Emerson and L. Steven Smutko*
University Network for Collaborative Governance, 2011
Adversarial Attitude

**RED Zone**

- Combative/Hostile
- Short term gains
- Defensive
- Seeks to win – Self only
- Feels like war
- Reactive - Rigid

“It’s not enough that we win; everyone else must lose.”

Larry Ellison, CEO of Oracle discussing his bid for PeopleSoft
Red Zone

Thumb Wrestling Exercise

Objective is to earn points...

- Find a partner at your table
- Do **NOT** talk with one another
- Earn 1 point per thumb pin
- Start and stop by my signal
- Keep track of your points
- Play as many games as you can
Collaborative Attitude

Green Zone

- Focus on long-term implications
- Seeks mutual gains
- Sees others as partners
- Seeks solutions not blame
- Open to influence – flexible
- Seeks understanding
Objective is to earn points...

- Work with the same partner
- Do **NOT** talk with one another
- Earn **1** point per thumb pin
- Start and stop by my signal
- Keep track of your points
- Play as many games as you can
<table>
<thead>
<tr>
<th>Pink Zone</th>
<th>Pink Zone</th>
<th>Pink Zone</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Avoid</strong></td>
<td><strong>Escape</strong></td>
<td><strong>Appease</strong></td>
</tr>
<tr>
<td>Suppress</td>
<td>Quit</td>
<td>Placate</td>
</tr>
<tr>
<td>Numb out</td>
<td>Abandon</td>
<td>Make nice</td>
</tr>
<tr>
<td>Passively resist</td>
<td>Leave</td>
<td>Divert</td>
</tr>
<tr>
<td>Hide</td>
<td>Evade</td>
<td>Give in</td>
</tr>
<tr>
<td>Freeze</td>
<td>Flee</td>
<td>Tend/Befriend</td>
</tr>
</tbody>
</table>
Thumb Wrestling as a Metaphor

- Who are you in a Red Zone relationship with?
  - What is the cost/impact to the relationship?

- How could you courageously move that relationship into the Green Zone?
  - What might you gain?
## Organizational Perspective

### Red Zone
- Low trust-high blame
- Threats & fear
- Guardedness
- Hostility
- Withholding energy
- Risk avoidance
- Attitude of entitlement
- Cynicism & suspicion
- Work is painful
- External motivation

### Green Zone
- High trust-low blame
- Mutual support
- Dialogue & shared vision
- Honesty & openness
- Cooperation
- Risk taking
- Sense of contribution
- Sincerity & optimism
- Work is pleasurable
- Internal motivation
Differences between collaborative and adversarial workplaces
(“Corporate Culture and Performance” Kotter & Heskett)

- Difference in Net Income ____________?
- Difference in Stock Price grew ________?
- Difference in Revenue ________________?
- Difference in Workforce Expansion_____?
Green Zone Impact

Differences between collaborative and adversarial workplaces
(“Corporate Culture and Performance” Kotter & Heskett)

- Net income improved 755% more
- Stock price grew 826% more
- Revenue increased 516% more
- Workforce expanded 246% more
The Social Brain’s Drive
Survive and Thrive

The Social Brain scans for things that hurt or help
When we are in environments that are safe, supportive, and friendly...

Our brain produces chemicals associated with human thriving and are the foundation for a Trust Based Mindset.

- Oxytocin / Trust-attachment
- Serotonin / General-wellbeing
- Dopamine / Aliveness-pleasure

When we are relaxed and safe we function at a higher level

- More creative, collaborative and accountable
Sensing a threat or danger...

Our brain produces in chemicals associated with a threat and readies the body to respond.

Adrenaline: Fear and anxiety
Cortisol: Stress

These chemicals create the foundation for a fear based mind-set toward life.
Premise: A defense system is not designed to protect you against other people. It is designed to protect you against feeling something you do not want to feel.
Defenses

- Based on fear
- Charged with energy and biologically based
- Unconscious and autonomous
- Offer only temporary relief
- And we have them for a reason
### Defenses

**Interpersonal Concerns**

<table>
<thead>
<tr>
<th>Significance</th>
<th>Competence</th>
<th>Likeability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do we perceive we are being treated as worthy and valuable?</td>
<td>Do we perceive we are being treated as capable and our personal capacity to make decisions is respected?</td>
<td>Do we perceive we are being treated as being friendly and caring?</td>
</tr>
<tr>
<td>Or</td>
<td>Do we perceive we are being treated as if:</td>
<td>Or</td>
</tr>
<tr>
<td>• We don’t count</td>
<td>• We are incompetent</td>
<td>• We are unacceptable</td>
</tr>
<tr>
<td>• We don’t belong</td>
<td>• We are inferior</td>
<td>• We are unlikeable</td>
</tr>
<tr>
<td>• We are invisible or an adversary?</td>
<td>• We have little or nothing to contribute?</td>
<td>• We are underappreciated?</td>
</tr>
</tbody>
</table>

Concerns about our Significance, Competence, and Likeability most often elicit our strongest positive and negative emotions when we interact with others.

Ref: *The Human Element*, Will Schutz
Defenses
Self Awareness

A clear lens

Aids in seeing reality and responding with intellectual and emotional wisdom rather than defensiveness
Signs of Defensiveness
Paired Discussion

- Talk to your partner about what your own defensive tendencies are when you get stressed.
When You Get Defensive...

- Take responsibility for yourself
- Slow down
- Confront any negative self-talk
- CYA
- Detach
- Start again
Defensiveness Action Plan

When my early warning system tells me I’m getting defensive, i.e. I notice myself doing:

1. __________________________________________
2. __________________________________________
3. __________________________________________

I will take the following action:

1. __________________________________________
2. __________________________________________

Ref: Radical Collaboration, Tamm & Luyet
Areas of Application

- Team and Cross-team Conflict
- Decision Making
- Strategic Planning
- Mergers & Acquisition
- Project Management
- Leadership Development
- Staff Development
- New Team Start-Up
- Individual & Group Coaching
- Organization Re-Alignment
Radical Collaboration Options

- Collaborative Skills Climate Survey™
  - Targeted Development
- Three-Day Training Program
- Training Modules
  - Five Essential Skills
- Interest-Based Problem Solving
  - Team / Cross-Team Sessions
- Facilitated Meetings
Let’s Hear From You!

What really resonated for you in the session?

What is something you’ll take away?

Karla Finger  
kfinger@suntiva.com

Kim Waldman  
kwaldman@suntiva.com