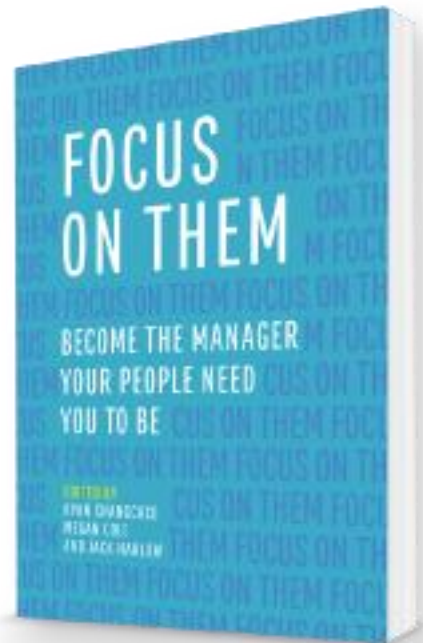


Welcome to today's Webinar

January 10, 2019

“Managers - Prepare to Collaborate & Coach Differently”



ATD Press

WEBINAR HOST:

Ryan Changcoco, Senior Manager,
Management Development & Team Development, ATD

ABOUT OUR EXPERT:

Winsor Jenkins, President & Lead Consultant -



WINSOR JENKINS & Associates, LLC
Executive Coaching, Leadership
& Team Development

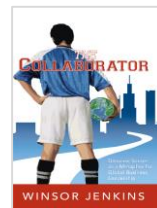
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About Winsor

- ▶ 30 Year HR background; served as VP HR for 16 years
- ▶ Founder, President & Lead Consultant, **WINSOR JENKINS & Associates**, Portland, Oregon
- ▶ Leader & Team Coach trained at the **Hudson Institute of Coaching**
- ▶ Certified Coach with the **International Coaching Federation (ICF)**
- ▶ Author, *The Collaborator* (2007) - and Contributing Author, *Focus On Them* (2018, ATD Press)
- ▶ Co-developer, team development program, **The Collaboration Game**



Poll Question

Rank Top 5 Challenges - To Developing Team Collaboration

1. Team Leadership
2. Team Norms
3. Team Competence
4. Team Charter
5. Other

By the end of this webinar, you will gain THIS:

- ▶ Discover WHY a COLLABORATIVE MINDSET is now a “need-to-have” and not a nice-to-have to function in today’s VUCA global environment;
- ▶ Discover a new FRAMEWORK for developing a collaborative mindset - and skill-set that you can develop;
- ▶ Discover a MODEL to help you personalize your development of collaboration’s competencies (skill-set);
- ▶ Discover the VALUE of COACHING for developing leaders who manage people on teams;
- ▶ Discover STRATEGIES for developing AND coaching leaders and people on teams.

The Situation

The Rhetoric is Well Known...

*As the pace of change quickens...
and globalization continues unabated...
the premium on innovation and the
ability to change increases...*

The Situation

Leading in a VUCA World

(Volatility - Uncertainty - Complexity - Ambiguity)

“The ability to deal with today’s realities demands the application of a ‘collaborative mindset’ that can harness the power of connections across the team’s network to produce win-win outcomes.”

- Winsor Jenkins, Focus On Them

The Problem (or Challenge)

“We don’t know how to collaborate to produce win-win outcomes in a culture that promotes individual performance over team performance, resulting in win-lose outcomes.”

- Winsor Jenkins, *Focus On Them*



“Culture Eats Strategy for Breakfast!”
- Peter Drucker

Poll Questions

Have you ever wondered WHY organizations continue to struggle with team development (collaboration)?

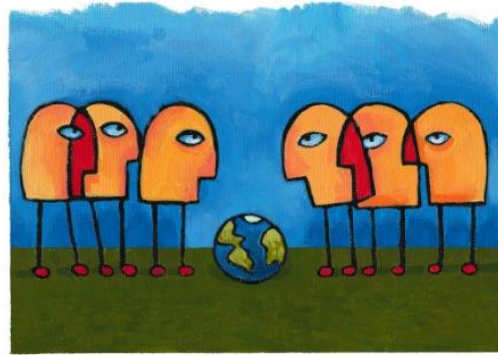
1. YES
2. NO

And - have you ever wished you had a master-plan to solve this problem?

1. YES
2. NO

The Solution

Use *Management* Innovation to Close the Collaborative Mindset Gap



The Solution

Management Innovation

“Defined as a marked departure from traditional management principles, processes, and practices - or a departure from customary organizational forms that significantly alters the way the work of management is performed.”

- *Gary Hamel*
- *The Why, What, and How of Management Innovation, HBR, February 2006*

The Solution

Prepare to Collaborate Differently!



Described as:

Genuine Team Collaboration

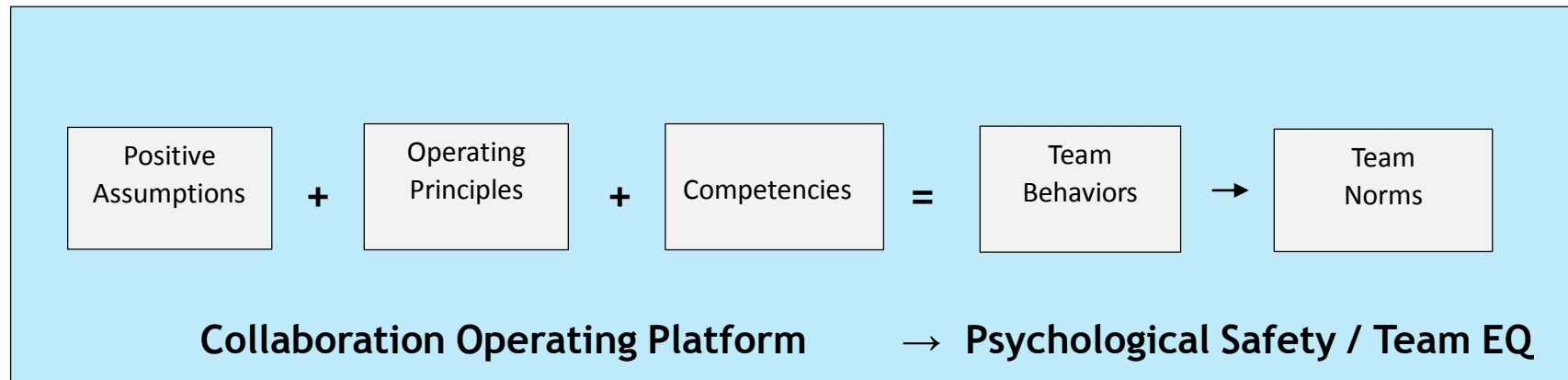
Learning Journey Today



Described as the “3-C’s”

Develop *Culture of Collaboration*

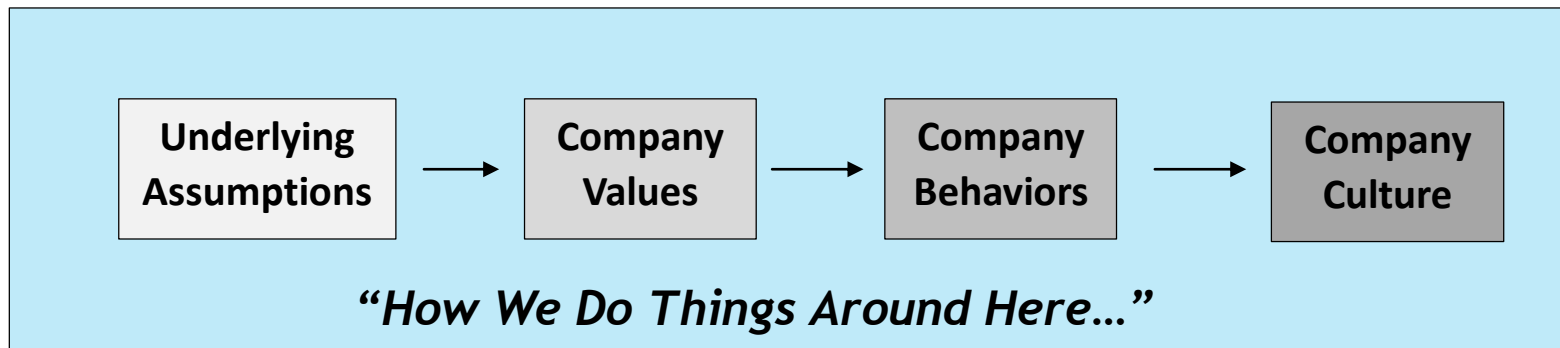
Team *Mini-Charter* for Developing a Culture of Collaboration



Defining Culture

“How We Do Things Around Here...”

Defining Culture

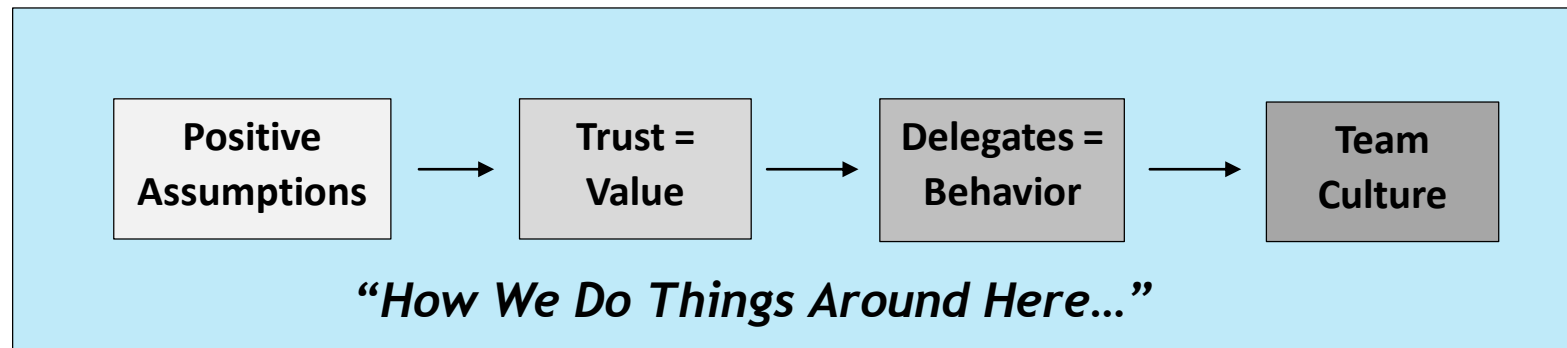


Overwhelming reason why collaboration eludes organizations!

Defining Culture

Example

Defining Culture



Overwhelming reason why collaboration eludes organizations!

Underlying Assumptions (Beliefs)

Theory X - Theory Y

THEORY X = Negative

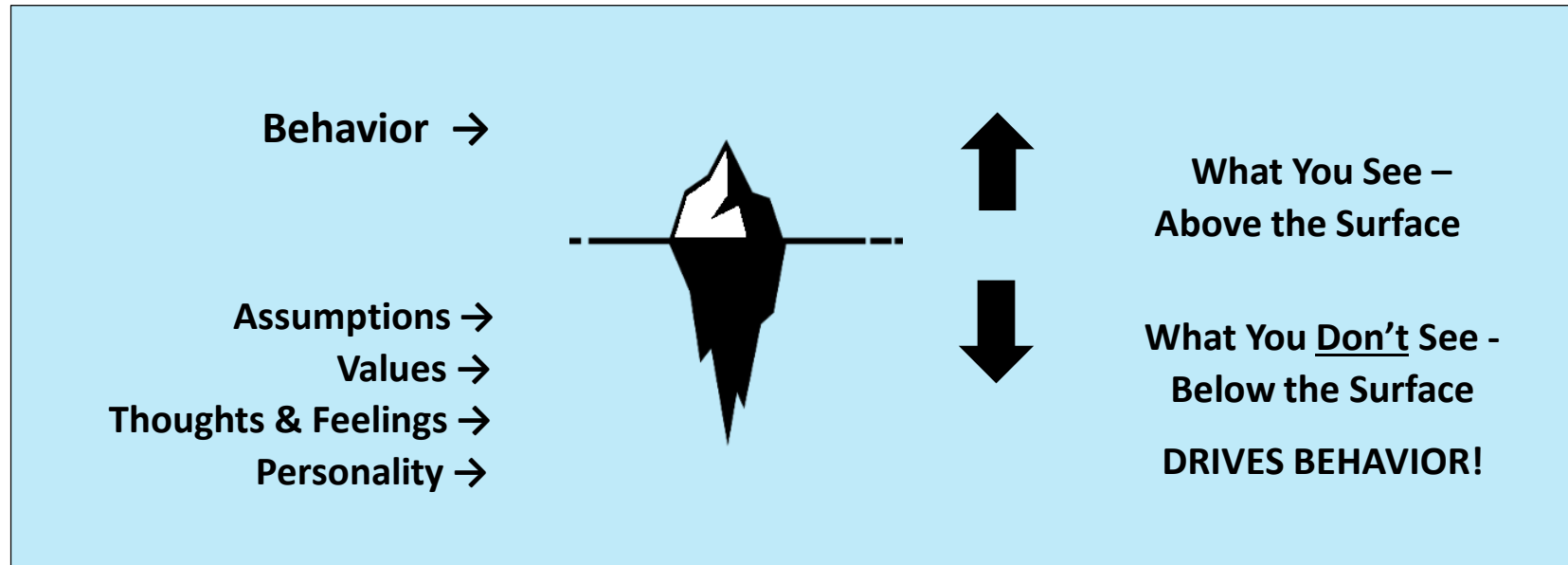
People inherently dislike work and will avoid it if they can.
People must be coerced, controlled, directed, and threatened to make them work.
The average human being prefers to be directed, wishes to avoid responsibility and has relatively little ambition.

THEORY Y = Positive

The expenditure of physical and mental effort in work is as natural as play or rest.
People can exercise self-direction and self-control in the service of objectives to which they are committed.
The average human being learns, under proper conditions, not only to accept but to seek responsibility.

Underlying Assumptions (Beliefs)

“ICEBERG” METAPHOR



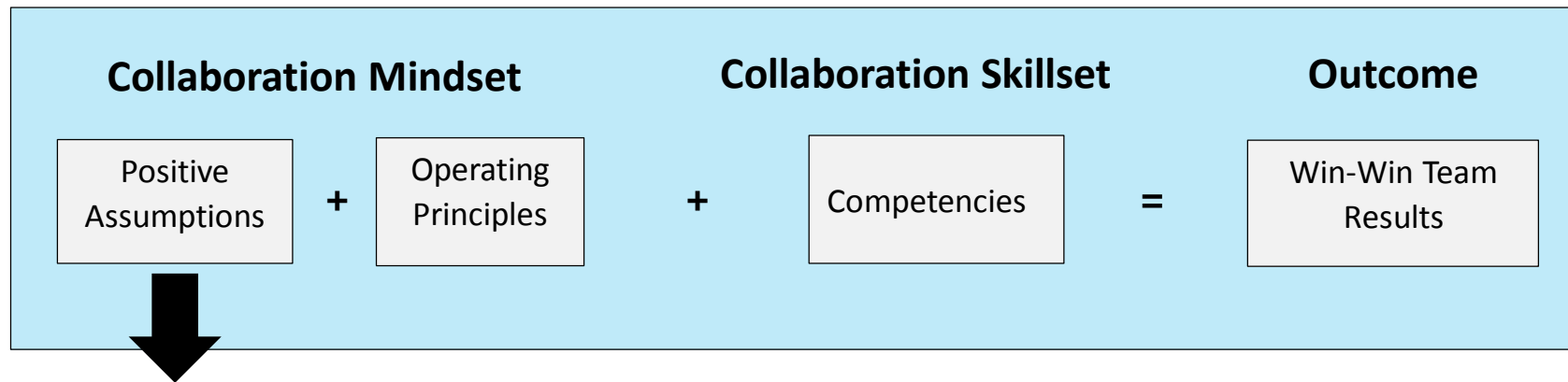
Underlying Assumptions (Beliefs)

Example: New United Motors Manufacturing Inc. (NUMMI)

In the mid-1980's in Fremont, California, NUMMI was established as a joint venture between Toyota and GM. Toyota came in and turned a highly dysfunctional car manufacturing plant into a success by applying Theory Y assumptions - versus GM's application of Theory X assumptions. Toyota took on the same militant workforce that produced some of the worst quality production in the GM system by applying Theory Y assumptions, resulting in a culture change built on mutual trust. By implementing their system, described as the "Toyota Way" - where respect for people is a key tenet in finding problems and making improvements, they were able to quickly turn the Fremont plant into a model plant.

Develop Collaboration's *Operating Platform*

Collaboration's Operating Platform: *"Lead with Mindset"*



- The expenditure of physical and mental effort in work is a natural as play or rest;
- People can exercise self-direction and self-control in the service of objectives to which they are committed;
- The average person learns, under proper conditions, not only accept to accept but to seek responsibility.

Learning Journey Today



Described as the “3-C’s”

Develop Mindset *before* Skillset

“Why so Hard?”

- ▶ People don't know how to effectively collaborate...it's not in their DNA!
 - ▶ People grow up with beliefs / values that favor individual performance over team performance. Examples:
 - ▶ School, Work, Play...
- ▶ People view collaboration as “group work” meaning let's cooperate or coordinate with each other...

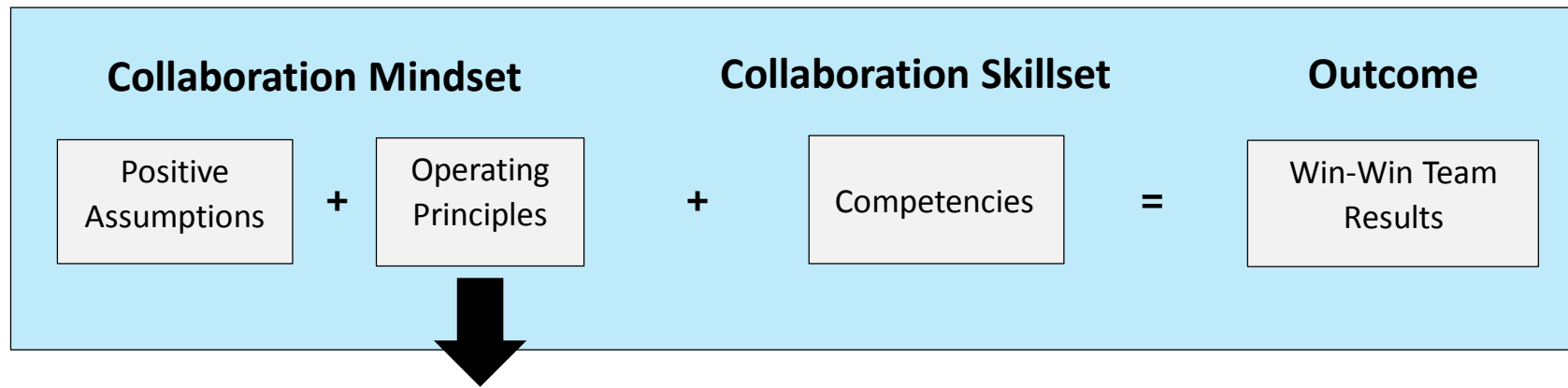
Develop Collaborative *Mindset*

*Made up of a series of operating principles...
described as “governing” principles*

Leverages “*Positive*” Underlying Assumptions

Develop Collaboration's *Operating Principles*

Collaboration's Operating Platform: *"Lead with Mindset"*

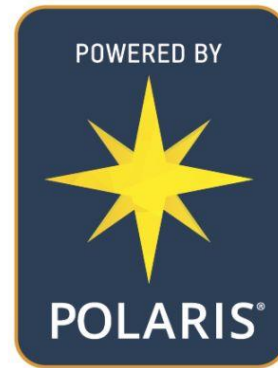


(11) Focus On Team - Not Position, Understand That Everyone Can Play, Embrace Diversity, Rely On Each Other, Promote Both Individual & Team Values, Seek Skillful-Adaptable Players, Charge the Team to Perform The Work, Empower Players To Win, Coach Teams to Respond to Changing Conditions On Their Own, Develop Partners On The Field, and Achieve Cross-Cultural Agility.

Develop Collaborative *Skill-set*

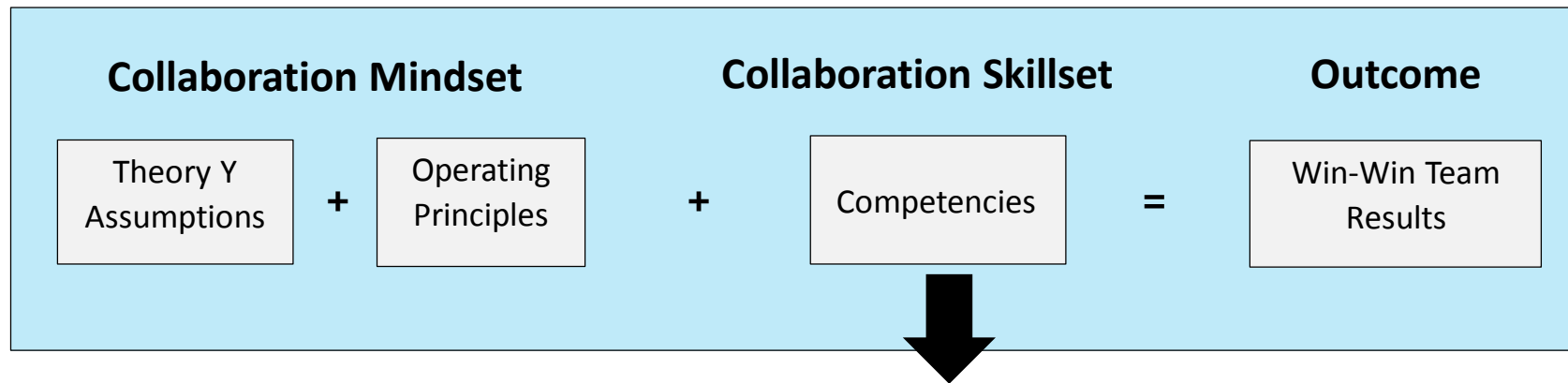
Series of “competencies” aligned with the operating principles

Partner with...



Develop Collaboration's *Competencies*

Collaboration's Operating Platform: *Lead with Mindset*



EXAMPLE: Using the Operating Principle, “Rely On Each Other,” Competencies aligned with this Principle are: Relationship Building, Team Management and Team Player

To see a complete list of competencies, go to: www.winsorjenkins.com/blog (Post, “Part 3 -Coach to Develop Genuine Team Collaboration”)

Mapping *Collaboration Principles, Competencies, and Behaviors*

OPERATING PRINCIPLE

“Coach Teams to Respond to Changing Conditions on Their Own”



Change Agility

- Flexible
- Open to New Ideas
- Quick to Adapt to New Situations
- Employ Change Mgt., Techniques
- Comfortable with Ambiguity



Essential Competencies & Behaviors

Problem Solving & Decision Making

- Able to ID and Solve Problems
- Act Decisively
- Isolate Causes from Symptoms
- Involve Others
- Commit to Action
- Show Good Judgement



Communicativeness

- Value Exchange of Information
- Seek Information from Variety of Sources
- Use Technology to Access & Share Information
- Are Proactive in How Information is Shared

“Collaboration Eats Execution for Lunch!”

- Winsor Jenkins

- ▶ Only made possible by applying a **“collaborative mindset”**
 - ▶ Requires learning “both” collaborative mindset and skillset
 - ▶ Requires “leading with mindset” as a manager-as-coach
- ▶ Supported by a **“culture of collaboration”**
 - ▶ Overwhelming reason why collaboration eludes organizations

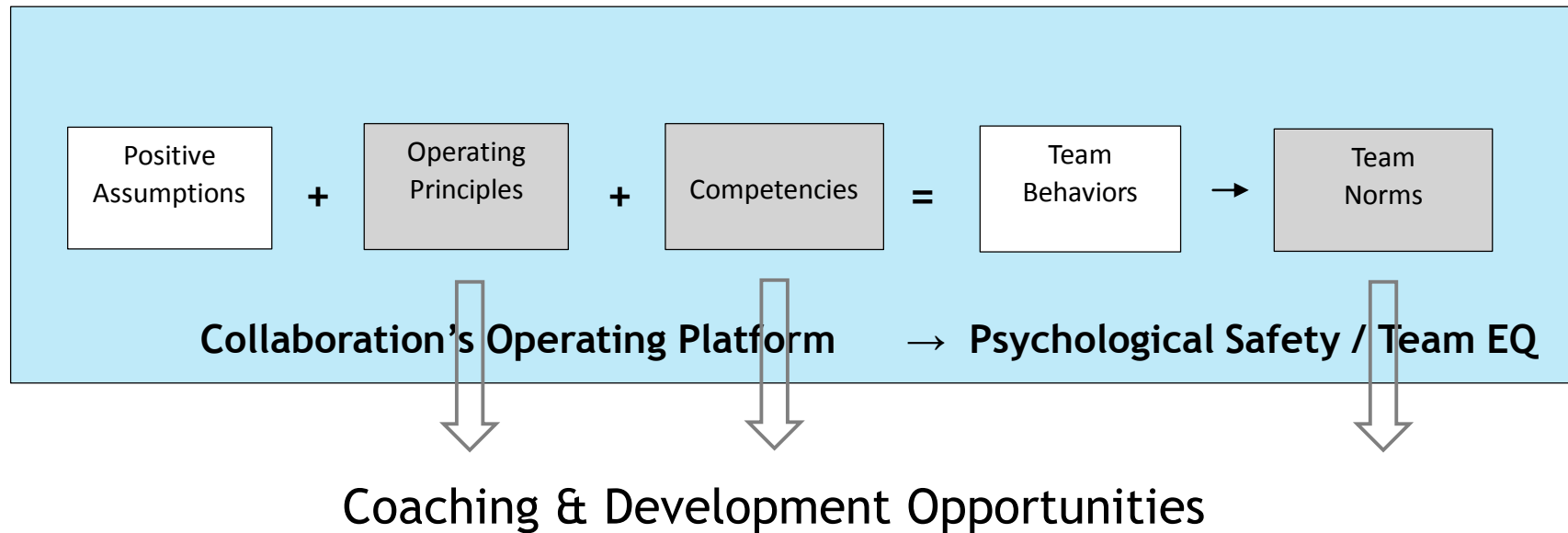
Learning Journey Today



Described as the “3-C’s”

Coaching's *Focus*

Team *Mini-Charter* for Developing a Culture of Collaboration



Coaching *Strategy* to Develop a Collaborative Mindset & Skill-set

The Collaboration Game™ is a one-day, experiential training simulation that teaches people how to effectively collaborate on teams to produce win-win outcomes. **Used to develop a collaborative mindset – and skill-set.**



To learn more go to: www.winsorjenkins.com/collaboration-game

Coaching *Strategy* to Develop a Collaborative Skillset

One short-term development option is to target a small set of competencies described as the ***Big Six****. These are competencies essential to exceptional performance in **front-line** managerial roles: Relationship Building/Sensitivity, Communicativeness, Drive/Energy, Influence, Organizing & Planning and Problem Solving & Decision Making.

***The *Big Six* was developed by Bruce Griffiths, President of Organizational Systems International, using his *Polaris*[®] Competency Model, where his organization assessed thousands of high-performing leaders at more than 70 different organizations of all sizes and in many different markets over the course of 30 years.**



Coaching *Strategy* to Develop Team Norms

In 2012, Google started an initiative called, *Project Aristotle*, to find what makes a perfect team. Why? They found that more and more work at Google was team-based. Their study examined over 180 teams and found that understanding and influencing group norms were the keys to improving Google's teams.

Psychological Safety turned out to be the critical group norm for making a team really work, described as, can we take risks on this team without feeling insecure or embarrassed? *Communication* (conversational turn-taking/listening) and *empathy* (showing sensitivity to feelings and needs) - were found to be the two key competencies - and building blocks - for creating psychological safety.

The Bottom Line

“We all need help in waking up to the enormous challenges and in finding new forms of collaboration and teamwork.”

- Peter Hawkins, *Leadership Team Coaching*

Q & A

Thanks for Attending!



To be eligible for a drawing to receive 1 of 3 copies of ATD's new book, *Focus On Them*, please send an email to wins@winsorjenkins.com

