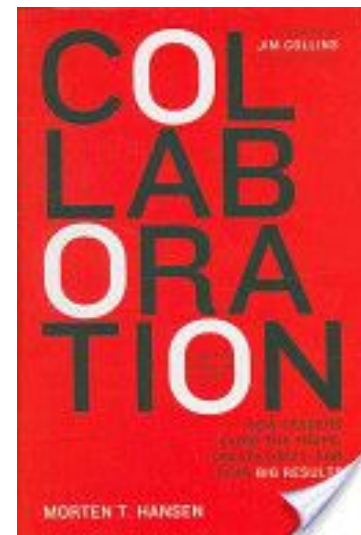


Collaboration

by Morten T. Hansen



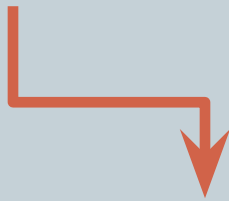
HOW LEADERS AVOID THE TRAPS, CREATE UNITY, AND REAP BIG RESULTS



Getting Collaboration Right... and Wrong: Collaboration Traps



- Overcollaborating
- Overshooting the potential value
- Collaborating in hostile territory (highly competitive environments)
- Underestimating the costs
- Misdiagnosing the problem
- Implementing the wrong solution



Bad collaboration--- characterized by high friction and poor focus on results

Disciplined Collaboration is...



- *the leadership practice of properly assessing when to collaborate (and when not to) and instilling in people both the willingness and the ability to collaborate when required.*

Morten T. Hansen

When to Collaborate, When Not to Collaborate



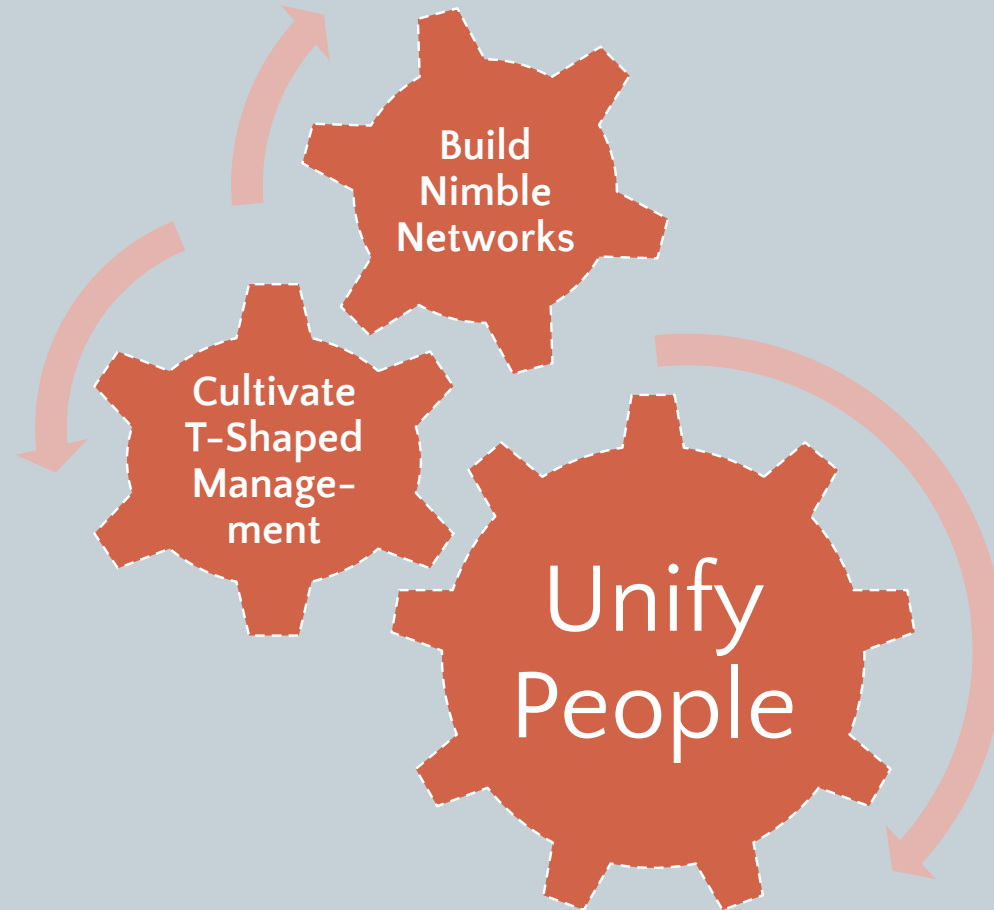
- Goal is not collaboration, but greater results
- Assess potential in 3 areas:
 - Better innovation through collaboration
 - Better quality programs, better service to missions & others
 - Better, more efficient operations
- **Collaboration premium = return on project (results) – opportunity costs – collaboration costs**

4 Barriers to Collaboration



- **Not invented here:** people are unwilling to go outside of their own unit to seek input from others
- **Hoarding:** people are unwilling to help and share what they know
- **Search problem:** people look for people and information and cannot easily find them
- **Transfer problem:** people are unable to transfer knowledge easily from one place to another

Solutions to Collaboration Barriers



3 Collaborative Leader Behaviors



- **Redefine success:** Transcend narrow agendas and define success as a bigger goal.
- **Involve others:** Be open to input, different viewpoints, debate, and working with others in the decision-making process.
- **Be accountable:** Be responsible for reaching goals and accountable for decisions made. Hold others accountable as well.

5 Personal Barriers to Being a Collaborative Leader



- Hunger for power
- Arrogance
- Defensiveness
- Fear
- Big egos

3 Steps to Disciplined Collaboration



1. Evaluate opportunities for collaboration

2. Spot barriers for collaboration

3. Tailor solutions to tear down the barriers