Building a Collaborative Team:
Trust for High Performance
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True Collaboration is About Ownership

- People take care of what they own—they don’t wash rented cars—Collaboration is about creating an ownership culture.
- We live in an interdependent world and do our work through teams—which often do not work, resulting in a loss of productive energy, trust, and bottom line results.
- The Collaborative Team Governance Process® is an award-winning, proven way to tap into the unused productive energy of the workforce to:
  - Build trust
  - Increase accountability
  - Produce high performance
  - Ensure sustained competitive advantage
• **Part I:** The Context for Collaborative Teams

• **Part II:** DuPont Information Systems: A Case Study

• **Part III:** The Collaborative Team Governance Process®
Part I: The Context for Collaborative Teams
Organizations Are Evolving: Toward Interdependent Collaborative Leadership Cultures
Teams Often Don’t Work

- **History & Member Dynamics**: Broken relationships and trust from past breakdowns, power struggles, styles
- **Transactional Leadership**: Hub and spoke approach by leaders creates the “mystery house effect”, resulting in distrust
- **No Shared Governance**: No internal governance process that all members own
- **Conflicting Decision-Making Styles**: No agreed upon decision-making process leading to a lack of alignment in execution
- **Reduced Participation**: Reduced participation because only leadership owns the process
- **Collapsed Roles**: Leaders who try to facilitate their own team meetings “collapse” the role of objective facilitator with the role of leader
- **Ineffective Meetings**: Meetings that don’t work or produce results
- **Behind the Scenes**: Offline conversations that undermine the integrity of the team process
- **Competition**: Politicking to get one’s own way leads to internal competition
- **Silo Effect**: Silos and walls are reinforced, leading to turf wars
- **No Ownership**: Some or many on the team lack ownership of the team, the process and the results
- **Why Collaborate?**: Compliance and cooperation rather than collaboration
- **Accountability Missing**: Reduced ownership means reduced sense of accountability
- **It’s About Me**: Not “we”
The Result: A Loss of Productive Energy, Trust, and Effectiveness

Goal: 80% at 80%

Unused Productive Energy

Companies Report

Before Organizational Change

After Organizational Change

100%

60-70%

30-40%

0-10%
Why Is Trust So Important?

• It is the “glue” that transforms a team from “I” to a “We”
• The tie that binds—if I trust you, we can do anything; I will subordinate my self-interest to the good of the whole
• Enables us to take the walls of the silos down
• With no “fear”, with psychological safety, I will give it everything I’ve got
• Unleashes individuals and team productive energy
• Increases speed, creativity, responsible risk-taking
• A collaborative culture of ownership is the result
• It produces sustainable competitive advantage
• Enables us to do more with less
• Better results
Why Is Trust So Illusive?

- **Hard Work:** It’s hard work—we’d rather look for the silver bullet or try techniques to build trust
- **No Methodology:** Most of us do not know “how” to create it at the team/organizational level
- **Dysfunction:** Storming-norming-forming ends up in non-performing, delays, conflict and dysfunction
- **Too “Soft”:** Collaborative culture-building is considered “soft” and “touchy feely”—devalued because it takes time
- **Impatience:** “Just do it” style, even if we have to re-do it
- **Uncomfortable:** Takes us out of our comfort zone
- **Unwilling:** We are not willing to change our behavior
- **Not From Training:** Trust can’t be “trained into” a team—it comes from the hard work of dealing with our differences
The Collaborative Leadership Challenge: To Build a Culture of Ownership

- **Leadership’s Role:** Model collaborative behavior; inside-out self-awareness and style changes

- **Leadership Strategy:** To ensure long term success, harness the collaborative leadership strategy to the business strategy; hire talent who support the culture

- **Engagement:** Build ownership and alignment across the organization through active engagement of the workforce

- **Collaborative Teams:** Create a culture of ownership by building a network of teams with collaborative “operating systems” — governance

- **Two Way Communications:** Create a two way system of communication that engages the hearts, minds, and productive energy of every member of the workforce

- **Collaborative Organization Design:** Redesign the organization, flatten it, take down the walls, work across boundaries around customer needs, not functional responsibilities

- **Regular Re-Invention:** Collaboration is a journey not a destination; it requires continued learning, adaptation, agility, and periodic re-invention

- **Sustainable Change:** Build self-sufficiency skills in collaboration throughout the organization

- **Measurement:** Measure trust, performance, productive energy regularly, and make interventions where needed
Part II: DuPont Information Systems: A Case Study
I. Context For Change

- Business conditions required dramatic change

- Goal: Create unified supplier of I.S.

- 3 organizations, 2 locations (300 miles apart), 2 computing platforms, different customer bases
- Program-of-the-month; skepticism
II. Change Interventions

- Leadership commitment
- The Collaborative Method – “Culture First”
- Collaborative team formation
- Organization redesign
- Roll-out – a team-based organization
- Leadership skills development
- Customer-needs focus
- Workplace Culture Index©
III. Results

- ISGC goal accomplished in 18 months
- 100% ownership and alignment
- Lower cost provider
- Speed of decisions increased
- From 1:5 to 1:50; took out 4 levels
- Workforce productivity doubled
- Customer satisfaction ratings doubled in 6 months
- Everyone on one team
- Changed performance review process
- Resolved differences with marketing organization
- One team down-sized itself by 33%
- Achieved self-sufficiency in collaborative change leadership
What Has Worked in Other Organizations

- **Leadership**: Top leadership makes a commitment to a new direction in the culture and leadership style of the organization.

- **Culture First**: Rather than structural change first, the focus is on creating principle-based relationships.

- **Tied to Business Results**: There are tangible, measurable business results that are realized as a result of the interventions (real-work-in-real-time).

- **Collaborative Governance**: Ownership of the new team governance system is embraced by the workforce.

- **Integrity**: Leadership consistently walks the collaborative talk.

- **Meetings**: Collaborative meetings produce consistently high results.

- **A Conversation**: Two way communications are established, and the workforce feels heard.

- **Character**: Leadership learns self-awareness and new skills.

- **Will**: Resilience in the face of ambiguity and challenging business cycles.

- **Discipline**: Patience with the speed of how people’s behavior changes; coaching, support and boundaries are provided.

- **Pebble in the Pond**: There is a ripple effect as value for the change grows across the organization.

- **Capability Development**: Skills are built so that the organization can resource its own ongoing change and evolution.
Part III: The Collaborative Team Governance Process
A Definition of Collaboration

- A leading and managing philosophy
- The operating system for an interdependent organization
- A principle-based way of working which builds a culture of ownership and trust in relationships
- An aligned organization
- Team-based processes
- A way to achieve sustained competitive advantage
The Collaborative Work Ethic©: The Principles of Collaboration

- **Ownership**
- **Alignment**
- **Full Responsibility**
- **Self-Accountability**
- **Mutual Respect**
- **Integrity**
- **Trust**
Collaborative Transformation Builds Ownership and Trust:
Culture & Relationships First

- Culture: Identity, Principles, Prod. Energy
- Processes: People, Business
- Organization Structure/Systems
- Trust-Based Relationships
- High Integrity Reputation
- Vision
- Satisfied Customers
- High Performance Results

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Ownership Begins With the Culture: Turning Values into Agreed Upon Behavior

- Principles and Values
  - Identity, Style and Habits
  - Energy and Commitment

- Processes
  - Behavior
    - Business Processes
    - Skills

- Structure & Systems
  - What You Do
  - Organization Chart
  - Support Systems

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Steps in the Collaborative Team Formation Process

- Sponsor charters the team, meets with facilitator
- Criteria-based selection of team leader, members
- Assessment process and report by facilitator
- Kick-off Meeting: alignment on direction, task, and expectations with sponsor(s)
- Team completes its Operating Agreements
- Team completes its Charter: mission, benefits, measures, critical success factors
- Team completes its Work Plan: deliverables, work streams, roles and responsibilities
- Team develops a Stakeholder Communications Plan
- Implementation and ongoing monitoring
Operating Agreements are the conscious choices we agree to 100% as a team, which define how we will work with each other. They are the foundation for mutual trust, respect, and high performance.
Leadership Team Operating Agreements: Starting to Create a Collaborative Operating System

- Sustainability
- Amendments
- Accountability
- Problem Solving
- Conflict Resolution
- Listening/Feedback
- Communications
- Confidentiality
- Decision Making
- Disagreements
- Intention/Purpose
- Full Responsibility
- Team Operations/Roles
- Attendance

Trust, Safety, Speed & High Performance

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A Collaborative Team’s Charter

**Purpose of the Charter:** To define the scope, direction, focus & value of the team’s work.

**Task Analysis**
- High-value Business Challenge
- Sponsorship & Role Clarity
- Membership
- General Scope, Direction, Focus
- Deliverables, Timeline

**Value Analysis**
- Stakeholder Analysis
- Mission Statement
- Benefits Statement
- Communications Plan

**Requirements Analysis**
- Boundary Conditions
- Resource Requirements
- Project Measures
- Critical Success Factors – Results/Relationship

**Work Analysis & Plan**
- Work Streams
- Action Plan

**Implementation**
THE RESULT: LEADERSHIP WITH HIGH TRUST & PERFORMANCE THROUGH COLLABORATION