Collaborative Leadership

Principles & Practices

Edward M. Marshall, Ph.D.
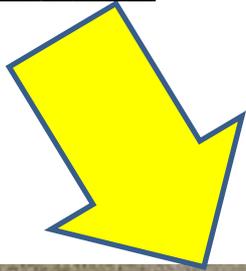
Managing Partner, The Marshall Group, LLC

WHAT IF…..???

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The Trust-Performance Relationship

- **The Trust-Performance Relationship**

- **The Trust Imperative**
  - A biological need
  - A psychological requirement
  - Emotional well-being
  - A cornerstone of self-respect
  - The foundation for relationships

- **It Starts With Self-Trust**
  - Self-Respect
  - Full Responsibility
  - Self-Accountability
  - Honor and Dignity
  - Integrity
  - Credibility

Self-Trust & Organizational Performance

Leadership Self-Trust	Organizational Performance	
	High	**Low**
High	**Quadrant I: Interdependent** • Collaborative; high ownership • Trust-based relationships • Facilitative leadership; secure • High safety • Proactive; focused on results • Direct dealings • Aligned organization, a "We"	**Quadrant II: Evolving** • Mixed culture; some ownership • Some trust-based relationships • Moderate safety; careful • Power and politics • Some collaboration; some cooperation • Inspired by vision • Conflicts=opportunities to change • Some "We"; some "Me"
Low	**Quadrant III: Independent Transactional** • Cooperative; little ownership • Transaction-based relationships • Politics and fear; nice & kind • Hub-and-spoke leadership • Siloed in the matrix • Avoid conflicts • "My people; my business"	**Quadrant IV: Dependent** • Hierarchical culture; ownership only at the top; command • Fear-based; anxiety • Power and politics • Conflicts buried • Blaming & shaming behavior • Act in own self-interest • "I-Me-Mine" approach

From Edward M. Marshall, "Building Trust at the Speed of Change" AMACOM Books, 2000

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We Build Trust for High Performance Through Collaborative Leadership

What is Collaborative Leadership?

- *The CEO's ability to build trust and collective ownership among their key stakeholders on the direction, alignment, and commitment of their organization and community to achieve the greatest possible community impact*

- **It Requires:**
  - An increased level of self-awareness of one's behavior and impact on others
  - Individual learning and skills
  - Team development skills
  - Organizational leadership capability
  - Community and network engagement skills

The Foundations of Collaborative Leadership

- 5 Core Beliefs

- 7 Principles of the Collaborative Work Ethic

- 8 Leadership Practices

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5 Beliefs About People in the Workplace

- ***Belief 1:*** People at work want to contribute, learn and grow, to be acknowledged and supported, and to win

- ***Belief 2:*** People want a workplace fit for the human spirit, where they feel psychologically safe, free from fear, and honored

- ***Belief 3:*** The cornerstone of all human relationships is trust—without it we cannot function very effectively

- ***Belief 4:*** People take care of what they own—they don't wash rented cars

- ***Belief 5:*** Collaboration is the way people naturally want to work

7 Principles of the Collaborative Work Ethic

Ownership

Alignment

Full Responsibility

Self-Accountability

Mutual Respect

Integrity

Trust

- **Ownership:** Commitment to others owning the direction of the organization and its work practices

- **Alignment:** Inspires others; strategic perspective; engages all stakeholders around values, vision, mission, strategy

- **Full Responsibility:** Self-responsible; fully responsible for success of organization

- **Self-Accountability:** Self-accountable, for own behavior; accountable for both people performance and business results

- **Mutual Respect:** Builds self-esteem of each individual; high self-esteem and self-respect

- **Integrity:** Principle-based; walks the talk; honors own values

- **Trust:** Trustworthy; rejects fear as a way to motivate; transparent; open book

8 Collaborative Leadership Practices

- *Practice 1—Strategic:* Takes the long view and provides clear direction; links the strategy to the betterment of society
- *Practice 2—Authentic:* Genuine, self-aware, open, and reflective; engages the heart of the workforce; makes self vulnerable
- *Practice 3—Ownership:* Builds ownership of the vision, mission, and strategic direction of the organization; consensus-based decision-making
- *Practice 4—Communications:* Transparent, open, and two way
- *Practice 5—Differences:* Differences in organizations, our diversity, are a source of creativity, and when they are interpersonal, are resolved
- *Practice 6—Nurturing/Support:* Acknowledges contributions of teams and individuals; ensures work-life balance; encourages mutual respect
- *Practice 7—Learning:* Committed to life long learning; creates a learning environment that supports risk-taking
- *Practice 8—Change:* Change agent; fosters team agility; builds ownership of changes; supports community and societal change

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Creating a Collaborative Leadership Culture

- ***Step 1—Self-Awareness:*** It starts with honest self-assessment and feedback

- ***Step 2—Commitment:*** Make a commitment to the journey

- ***Step 3—Personal Vision and Goals:*** Establish your vision and goals for being a collaborative leader

- ***Step 4—Structure of Support:*** Engage a coach, colleagues and friends to give you feedback and support

- ***Step 5—Skills Development:*** Learn new skills in how to collaborate in teams, organizations, and networks

- ***Step 6—Engage Others:*** Practice new behaviors with others; create collaborative relationships

- ***Step 7—Coaching Feedback:*** Get regular feedback from your coach

- ***Step 8—Continue the Journey:*** It's a journey not a destination; never give up; learn and grow

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