

Collaboration and Adaptive Leadership

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Collaboration

"The success of any collaboration rests on how well the collaborators negotiate their needs to create the shared objective, and then how well they cooperate and coordinate their resources to execute a plan to reach their goals."

<https://opensource.com/open-organization/17/11/what-is-collaboration>

Principles of Collaboration

Let's Talk About Collaboration!

- *Commitment to mutual purpose and mutual benefit.
- *The space holds me, you, and we, individually and organizationally.
- *Shared learning and shared power are shared values.
- *Collaboration must be intentional and should be protected.
- *Everyone owns and commits to the outcome.



Commitment to Mutual Purpose and Mutual Benefit

3 Fundamental Assumptions

1. The belief that there will be “value added” to the outcome if we engage collaboratively.
2. There is a shared commitment to the relationship among partners in pursuit of this goal.
3. Participants have acknowledged the complexity of the task.

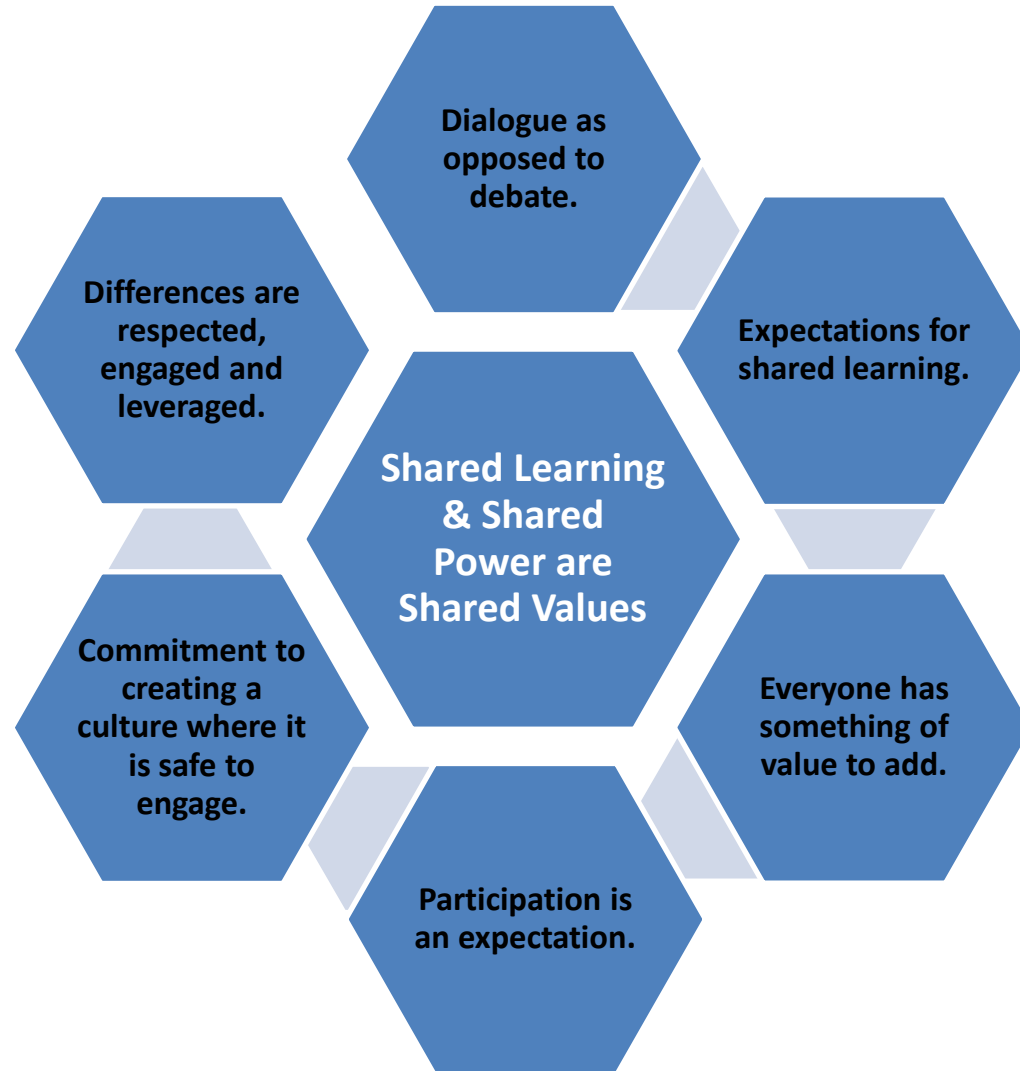


Space holds me, you, and we, individually and organizationally.

While each of us individually brings our own expertise and experiences to the group, we also understand that we all want to see positive change as an outcome of our collaboration.

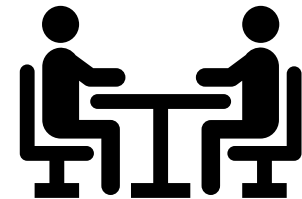
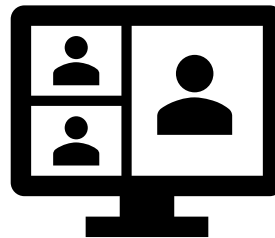


Shared Learning & Shared Power are Shared Values



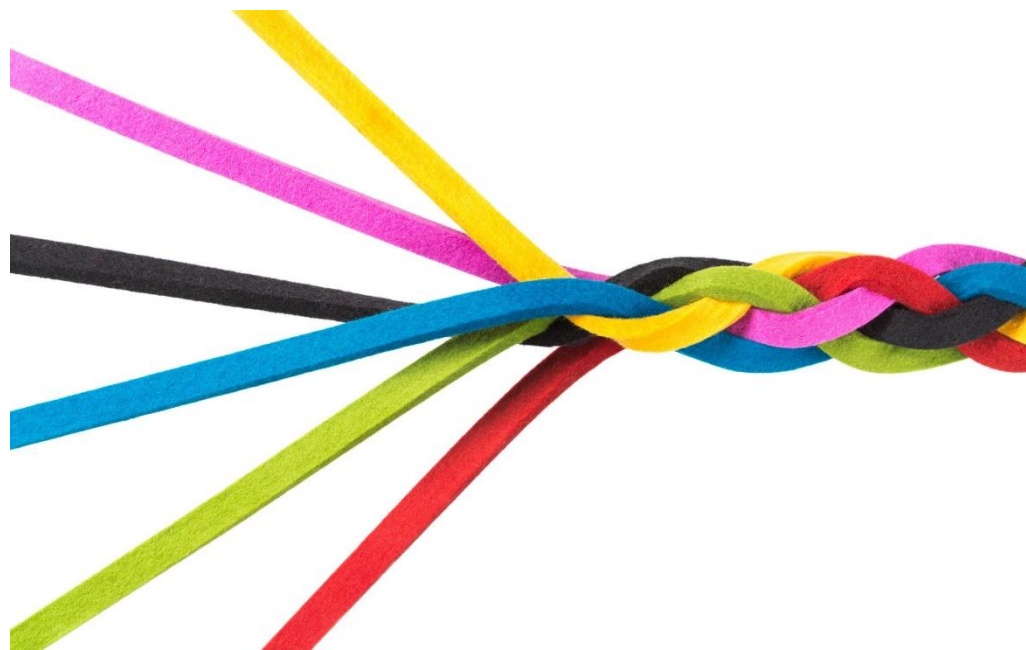
Collaboration Must Be Intentional and should be protected.

- Focus on the task, the relationship and maintenance of those.
- Commitment to:
 - The Work
 - The Team
 - The Collaboration



Everyone Owns and Commits to the Outcome.

Shared learning as a foundation for shared decisions and shared decisions leading to shared action.



Technical vs. Adaptive Work

Technical

There is a designated leader to organize the work.

Technical work is for clear and routine problems when all the perspectives at the table are aligned.

The solution is clear and just needs to be implemented.

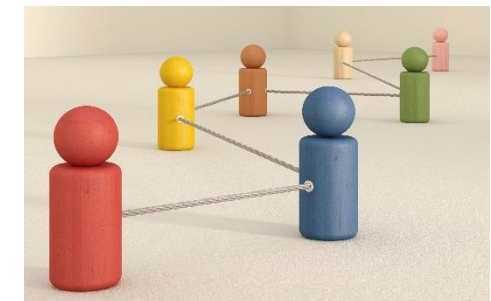
Adaptive

Adaptive Work happens when the problem or causes are unclear or complex.

Responsibility is shared.

The solution is unclear and requires innovation and learning,

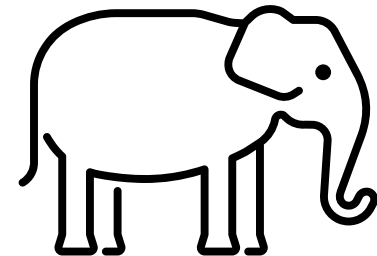
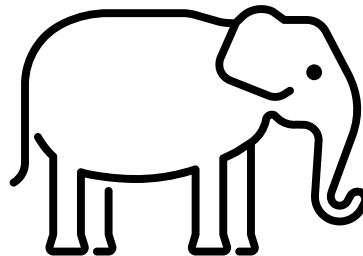
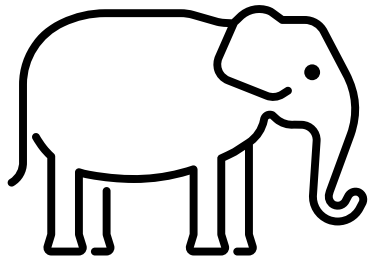
Legitimate competing perspectives emerge as people see or experience the problems from different angles.



Key Questions

There are Key Questions to Ask to Differentiate Between Technical Work and Adaptive Work:

- Is there a gap between the current reality and desired future?
- Do values and beliefs among the group seem to conflict?
- Are you making little progress with solutions you have tried before?
Do you seem stuck?
- Are people avoiding the “**Big Conversations**” (the elephants)?



Principles of Collaboration

Which Brings Us back To:

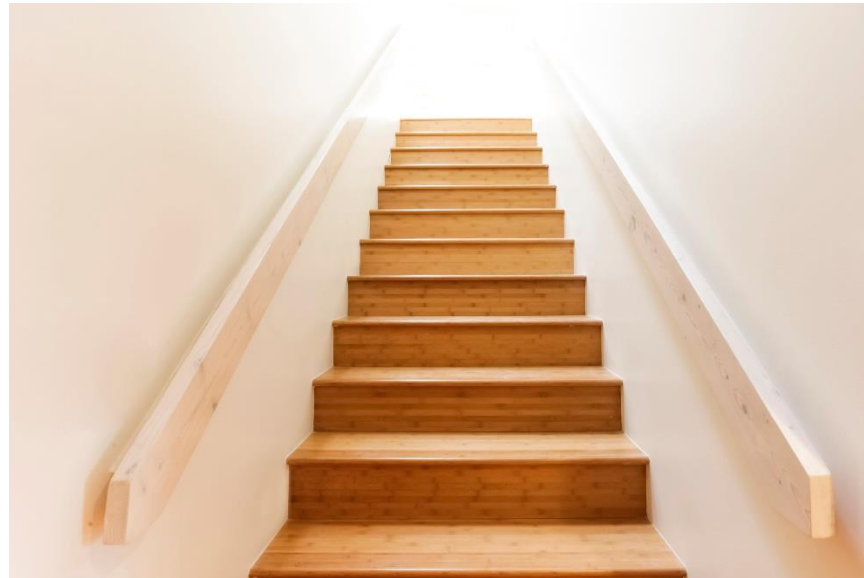
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Thank you for being here!

“Let’s take the bouldering mistakes of the past,
And the roadblocking challenges of the present,
And build them into stairs that support our climb into the future.”

Mattie J.T. Stepanek (1990-2004)



Questions?

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