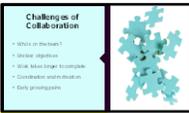


# Skillful Collaboration Instructor Guide

<p>Slide 1: Title</p> 	<p>Welcome to <b>Skillful Collaboration: Working Together for Success.</b></p>
<p>Slide 2: Speaker introduction</p> 	<p><b>ADD</b> your information, photo and company logo (if desired) to this slide</p> <p>I'm <i>Name/Title/Company</i>, position in chapter, etc.</p> <p>(Share a brief story about your collaboration experience). Do you find it difficult to work with others? Would you rather do everything yourself? That may not be the best approach.</p>
<p>Slides 3-4: Agenda</p>  	<p>Today, we will cover... (review agenda items). <b>[CLICK]</b> 3x each slide</p> <p>(After the last bullet) Your handout has a high-level overview of this information, and if desired, you can take notes on page 2 (if the handouts are printed).</p>
<p>Slide 5</p> 	<p>Feel free to ask questions throughout the presentation by raising your hands.</p> <p>First, some introductory comments...</p>
<p>Slide 6</p> 	<p>The old expression says, “two heads are better than one.” That is certainly true when collaboration runs smoothly—when everybody involved gets along, contributes unique perspectives and skills, and works together to resolve problems productively and meet deadlines. But what about when people argue, work gets stalled, and contention is prevalent?</p>
<p>Slide 7</p>  <p><b>[CLICK]</b> 2x</p>	<p>Successful collaboration involves far more than just working together. <b>[CLICK]</b> It's a process that requires attitudes, skills, and practices <b>[CLICK]</b> that can be learned and strengthened—and mastering them will not only make your job easier, but it will also help you become more successful professionally.</p>
<p>Slide 8</p>  <p><b>[CLICK]</b> 1x</p>	<p>A survey by the Level Playing Field Institute found American employers and employees think that being a team player is the most important factor in getting ahead in the workplace.<sup>1</sup> <b>[CLICK]</b> They ranked this factor higher than others including “merit and performance,” “leadership skills,” “intelligence,” “making money for the organization,” and “long hours.” By working well with others to achieve a common goal, you can become a sought-after resource and team member, and maximize your value to your organization.</p> <p>This program will focus on how to structure and implement an effective collaboration process so that working with others will be a productive and enjoyable experience.</p> <p><sup>1</sup> <a href="http://www.lpfi.org/how-fair-study">http://www.lpfi.org/how-fair-study</a></p>

<p>Slide 9</p>  <p><b>[CLICK] 1x</b></p>	<p><b>What Is Collaboration? Let's define it.</b></p> <p>We all have an intuitive idea of what collaboration is, and we know it involves working with others. In this program, we will define collaboration as <b>“people working together toward a common goal.”</b></p> <p>The emphasis will be on developing a process—one that can be as simple or complex as needed—to ensure that the common goal is reached.</p> <p><b>[CLICK]</b> This program will primarily focus on collaboration as it applies to specific projects. However, the information is relevant to ongoing, daily interactions as well. The process will likely be simplified, but the objective remains the same—to achieve a common goal.</p>
	<p><b>Now, let's look at Collaborative Leadership</b></p>
<p>Slide 11</p> 	<p>Group collaboration can't happen unless the organization's top leadership supports the concept. Collaborative leadership takes a non-traditional approach toward managing others.</p>
<p>Slide 12</p>  <p><b>[CLICK] 3x</b></p>	<p>Collaborative leaders:</p> <ul style="list-style-type: none"> <li>• Redefine success. They reward group achievement rather than rewarding solely individual efforts (which creates “lone wolves”).</li> <li>• <b>[CLICK]</b> Involve others. They are open to input, solicit different perspectives, and cultivate an atmosphere where respectful debate is welcomed.</li> <li>• <b>[CLICK]</b> Hold themselves and their employees accountable. Every person is responsible for reaching his/her own decisions and goals and working well with others, and...</li> <li>• <b>[CLICK]</b> Attempt to minimize detrimental personal traits in themselves such as defensiveness, lack of humility, arrogance, or a need for power.</li> </ul>
<p>Slide 13</p> 	<p>Collaboration across business or functional units – which combines various areas of technical expertise – can result in innovative new products or processes.</p>
<p>Slide 14</p> 	<p><b>Have you considered when is the appropriate time to collaborate?</b></p>
<p>Slide 15</p>  <p><b>[CLICK] 1x</b></p>	<p>Generally, it's best to collaborate when the involvement of other people adds value to a project.</p> <p><b>[CLICK]</b> However, if involving others doesn't add value, there usually isn't a compelling reason to collaborate.</p>
<p>Slide 16</p>  <p><b>[CLICK] 4x...</b></p> <p><i>Slide continues next page</i></p>	<p>To determine if collaboration might be beneficial, ask yourself the following questions before a new project:</p> <ul style="list-style-type: none"> <li>• <b>[CLICK]</b> Am I unable to achieve the desired outcome by myself?</li> <li>• <b>[CLICK]</b> Will collaborating increase the likelihood of solving complex problems or addressing complicated issues?</li> <li>• <b>[CLICK]</b> Will working with others reduce costs or allow the project to run more efficiently than otherwise possible?</li> <li>• <b>[CLICK]</b> Will banding together with others increase the visibility of the project or an important issue?</li> </ul>

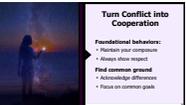
<p>Slide 16 (continued)</p>	<p>If you answer “yes” to one or more of these questions, you likely have a strong case for collaborating.</p>
<p>Slide 17</p> 	<p>The next step in a collaborative project is to establish expectations and communicate them.</p>
<p>Slide 18</p>  <p><b>[CLICK] 3x</b></p>	<p>To determine the project’s objective, your group should be able to answer the following questions (and agree on those answers!):</p> <ul style="list-style-type: none"> <li>• <b>[CLICK]</b> What is our purpose, vision, or goal? What result/outcome do we want the collaboration to achieve? (It should be something that no one can achieve alone.)</li> <li>• <b>[CLICK]</b> If this is a finite task or project, what is the deadline?</li> <li>• <b>[CLICK]</b> What does success look like? How will it be measured?</li> </ul> <p>Answering these questions at the beginning is especially critical for people who haven’t worked together before.</p>
<p>Slide 19</p> 	<p>For ongoing collaborations, some answers will be more open-ended. For example, success might look like the ability to accomplish more together than separately, the ability to resolve conflict productively, and so on.</p>
<p>Slide 20</p> 	<p>Ideally, each person should be allowed to define his or her role in the collaboration. This will increase individual buy-in and commitment to the collaboration.</p>
<p>Slide 21</p> 	<p>Roles will depend on the nature of the collaboration; however, every group should designate a leader who is responsible for scheduling meetings and clarifying assignments and deadlines, as well as someone responsible for communicating information to the appropriate people.</p>
<p>Slide 22</p> 	<p>The heart of establishing expectations is developing operating norms—rules of behavior that guide interactions and set boundaries for appropriate and inappropriate behavior.</p>
<p>Slide 23</p>  <p><b>[CLICK] 4x</b></p>	<p>These questions cover common issues addressed in operating norms:</p> <ul style="list-style-type: none"> <li>• <b>[CLICK]</b> What does participation entail? What form(s) of communication will be used and how much?</li> <li>• <b>[CLICK]</b> How much information-sharing is enough, not enough, or too much?</li> <li>• <b>[CLICK]</b> How will decisions be made?</li> <li>• <b>[CLICK]</b> When someone is struggling or can’t meet an obligation, how will that be handled?</li> </ul>
<p>Slide 24</p>  <p><b>[CLICK] 3x</b></p>	<p>Also consider:</p> <ul style="list-style-type: none"> <li>• Will new members be introduced to the existing group? If so, how?</li> <li>• <b>[CLICK]</b> Will one person take the lead? Will group members take turns leading?</li> <li>• <b>[CLICK]</b> How will conflict be addressed?</li> <li>• <b>[CLICK]</b> How will we handle situations when members fail to adhere to agreed-upon processes and expectations?</li> </ul> <p>These questions may be difficult to answer.</p>

<p>Slide 25</p> 	<p>Now let's review the <b>Benefits and Challenges of Collaboration</b>.</p>
<p>Slide 26</p>  <p><b>[CLICK] 2x</b></p>	<p>Why do we need to collaborate? It can help:</p> <ul style="list-style-type: none"> <li>• <b>[CLICK] Meet workforce demands:</b> In today's business climate, employees are expected to do more with less. Working collaboratively can result in more efficient outcomes.</li> <li>• <b>[CLICK] Overcome geographic barriers:</b> Companies often have national or international branches, affiliates, or vendors. Many employees must work with others in different locations to perform their job duties and fully harness the diversity of resources.</li> <li>• <b>[CLICK] and Fulfill basic human need for belonging:</b> Even people who appear to be loners need to connect with others on some level. Collaboration allows people to feel that their contributions are meaningful and valued. Who doesn't want that?</li> </ul>
<p>Slide 27</p>  <p><b>[CLICK] 4x</b></p>	<p>Next, let's consider how collaboration benefits the organization. It:</p> <ul style="list-style-type: none"> <li>• <b>[CLICK] Promotes creative and effective problem-solving.</b></li> <li>• <b>[CLICK] Increases productivity, efficiency, and cost savings.</b></li> <li>• <b>[CLICK] Helps achieve common goals and shared purpose.</b></li> <li>• <b>[CLICK] Enables the organization to draw on individual employees' specialized skill sets no matter where they are located.</b></li> </ul>
<p>Slide 28</p>  <p><b>[CLICK] 3x</b></p>	<p>And don't forget the benefits for individuals too. It:</p> <ul style="list-style-type: none"> <li>• Leads to increased job satisfaction. <ul style="list-style-type: none"> <li>○ According to a study published in the Journal of Applied Psychology<sup>2</sup>, "Frequent interaction with others, office friendships and emotional support were strong predictors of job satisfaction."</li> <li>○ According to the 2012 Employee Job Satisfaction and Engagement survey by the Society for Human Resource Management (SHRM), "Employees rated their relationship with their immediate supervisor as more important to their job satisfaction than benefits."</li> </ul> </li> <li>• <b>[CLICK] Creates high-trust relationships.</b></li> <li>• <b>[CLICK] Increases an individual's network of "go-to" colleagues that he/she can count on for help.</b></li> <li>• <b>[CLICK] Offers exposure to new projects and experiences.</b></li> </ul> <p><sup>2</sup> <a href="http://www.apa.org/monitor/apr07/social.aspx">http://www.apa.org/monitor/apr07/social.aspx</a></p>
<p>Slide 29</p>  <p><b>[CLICK] 5x... (next page)</b></p> <p><i>Slide continues next page</i></p>	<p>But I'm sure we all realize collaboration can be challenging as well.</p> <p>J. Richard Hackman, a professor of social and organizational psychology at Harvard University, is a leading expert on teams. His research has found significant drawbacks to working in teams, a common form of collaboration.<sup>3</sup></p> <p><sup>3</sup> <a href="http://hbr.org/2009/05/why-teams-dont-work/ar/1">http://hbr.org/2009/05/why-teams-dont-work/ar/1</a></p> <p>A team's main objective—achieving a common goal—can be derailed by the following factors:</p>

<p>Slide 29 (continued)</p>	<ul style="list-style-type: none"> <li>• <b>[CLICK]</b> A vague definition of who’s on the team: Many teams are undefined or have “fuzzy” boundaries out of a desire to be inclusive. However, larger groups are not necessarily better groups.</li> <li>• <b>[CLICK]</b> Unclear objectives: Team members frequently don’t agree on what the team is supposed to be doing.</li> <li>• <b>[CLICK]</b> Work takes longer to complete: The more people that are involved, the longer it takes for them to agree on something.</li> <li>• <b>[CLICK]</b> Problems with coordination and motivation: As a result, teams can underperform even when they have extra resources.</li> <li>• <b>[CLICK]</b> Early growing pains of new partnerships or groups: In general, groups are more efficient and productive once members become comfortable with one another. The beginning can be rocky. <ul style="list-style-type: none"> <li>o Example: The National Transportation Safety Board found that 73% of incidents occurred on an airplane crew’s first day of flying together.<sup>4</sup></li> </ul> </li> </ul> <p>Being aware of these potential pitfalls is the first step to avoiding them. This course will guide you through the process of skillful collaboration, enabling you to minimize your susceptibility to the challenges above.</p> <p><sup>4</sup> <a href="http://hbr.org/2009/05/why-teams-dont-work/ar/1">http://hbr.org/2009/05/why-teams-dont-work/ar/1</a> (same as above)</p>
<p>Slide 30</p> 	<p><b>Now it’s time for a Group Activity (5 minutes)</b> At your table (<i>or form small groups from those around you</i>), share your most positive experience and your most challenging experience of collaborating with an individual or a group.</p> <p>When finished: ask each group for someone to quickly share their favorite examples of positive or challenging experiences with the class. You have five minutes, starting now.</p> <p><i>Call everyone back together, then ask for a few volunteers for a quick recap. Be careful not to take too long.</i> Now let’s continue with our presentation.</p>
<p>Slide 31</p> 	<p>Consider this: to successfully work with others toward a common goal, you must <b>develop inward attitudes</b> that support collaboration. This mindset is necessary to establish and maintain successful relationships in the workplace. What attitudes?</p>
<p>Slide 32</p>  <p><b>[CLICK] 3x</b></p>	<p>First, a <b>Sense of Personal Responsibility for the Quality of Your Relationships</b></p> <ul style="list-style-type: none"> <li>• <b>[CLICK]</b> Be someone that others want to work with. Write down the top five qualities that you appreciate in people you work with, and then try to emulate these when you interact and collaborate with others.</li> <li>• <b>[CLICK]</b> Find a mentor—someone who is a role model for working collaboratively. Approach this person and ask whether he or she will formally or informally serve as a mentor.</li> <li>• <b>[CLICK]</b> Don’t wait for others to notice and act on an issue that needs attention. By taking the initiative yourself, you’ll come across as a proactive problem-solver.</li> </ul>
<p>Slide 33</p> 	<p>Next, be <b>Concerned with “What’s In It for Us?”</b></p> <p>Why? Adopting the mindset of “What’s in it for us?” is especially important when working with people from outside your organization, or outside your department.</p>

<p>Slide 33 (continued) <b>[CLICK] 2x...</b></p>	<ul style="list-style-type: none"> <li>• <b>[CLICK]</b> Focus on how you and the others involved can benefit (not on “What’s in it for me?” or even “What’s in it for you?”).</li> <li>• <b>[CLICK]</b> Recognize that you’re not competing against a person, but against a situation.</li> </ul>
<p>Slide 34  <b>[CLICK] 2x</b></p>	<p>It’s also important to <b>Keep an Open Mind</b></p> <ul style="list-style-type: none"> <li>• <b>[CLICK]</b> Suspend judgment.</li> <li>• <b>[CLICK]</b> Avoid making assumptions. <ul style="list-style-type: none"> <li>○ Treat each person as an individual.</li> <li>○ Listen before you jump into the conversation.</li> <li>○ Avoid sweeping statements.</li> <li>○ Ask questions to find out more information.</li> </ul> </li> </ul>
<p>Slide 35  <b>[CLICK] 2x</b></p>	<p>The next attitude is <b>Willingness to Share</b></p> <p>Sharing data, information, expertise, and experience is vital to successful collaboration. Sharing facilitates reciprocity, so others are more likely to share with you.</p>
<p>Slide 36  <b>[CLICK] 2x</b></p>	<p>Think about the unique skills and experiences you have that would be valuable to others, then determine how you can share them.</p>
<p>Slide 37  <b>[CLICK] 3x</b></p>	<p>Next is the <b>Willingness to Trust Others</b></p> <p>If you want others to trust you, you must be willing to trust them. Try these strategies to increase your willingness to trust others:</p> <ul style="list-style-type: none"> <li>• <b>[CLICK]</b> Trust someone unless he/she has given you a reason not to.</li> <li>• <b>[CLICK]</b> Think in terms of trusting someone to honor a specific commitment.</li> <li>• <b>[CLICK]</b> Choose one person to trust in a specific situation. Then, add more situations and more people until you are comfortable trusting others.</li> </ul>
<p>Slide 38  <b>[CLICK] 2x</b></p>	<p>Those inward attitudes certainly support collaboration. But we must also translate them to <b>practice outward, observable behaviors</b>.</p>
<p>Slide 39  <b>[CLICK] 2x</b></p>	<p>First, <b>convey personal warmth</b>. Emotional connections can override differences of the mind. When you show you care, the other person is usually much more willing to work with you, even if you don’t yet see eye-to-eye.</p>
<p>Slide 40  <b>[CLICK] 8x</b></p>	<p>Here are some ways you can outwardly express personal warmth:</p> <ul style="list-style-type: none"> <li>• <b>[CLICK]</b> Greet others; be the first to say “hello.”</li> <li>• <b>[CLICK]</b> Maintain a relaxed and open posture.</li> <li>• <b>[CLICK]</b> Make eye contact—be direct but not too intense.</li> <li>• <b>[CLICK]</b> Smile!</li> <li>• <b>[CLICK]</b> Give the other person your full attention.</li> <li>• <b>[CLICK]</b> Show your (appropriate) sense of humor.</li> <li>• <b>[CLICK]</b> Encourage others with supportive words, and...</li> <li>• <b>[CLICK]</b> Show concern for others—pay attention to what is going on with them, offer to help, and express your appreciation.</li> </ul>

<p>Slide 41</p>  <p><b>[CLICK] 4x</b></p>	<p><b>Be an Active Listener</b></p> <p>An effective listener seeks to understand the speaker's message as well as the feelings behind the message.</p> <ul style="list-style-type: none"> <li>• <b>[CLICK]</b> Practice positive intent. Assume that you both want what is best for the organization.</li> <li>• <b>[CLICK]</b> Listen first, then talk.</li> <li>• <b>[CLICK]</b> Acknowledge the speaker's point of view. Repeat keywords, phrases, or ideas he/she shared to show you understand. If you misunderstood, the other person will correct you.</li> <li>• <b>[CLICK]</b> Express a desire to achieve your common purpose.</li> </ul>																		
<p>Slide 42</p> 	<p>Listening is always important, but it is especially vital in the following situations:</p> <ul style="list-style-type: none"> <li>• When the other person is upset.</li> <li>• When you suspect the other person has a hidden agenda. Look for hedge words such as, "maybe," "almost," "pretty sure," and so on.</li> <li>• When you're being criticized. Active listening helps prevent you from becoming defensive. Ask questions such as, "Can you give me an example?" or "Is there anything else you want to share?"</li> <li>• When you want to persuade someone. Counter-intuitively, persuasion is more about listening than talking.</li> </ul>																		
<p>Slide 43</p> 	<p>Listen carefully to consider these characteristics between <b>Poor Listeners</b> and <b>Active Listeners</b>: (read them, they do not appear on the slide)</p> <table border="1" data-bbox="435 968 1419 1661"> <thead> <tr> <th>Poor Listeners</th> <th>Active Listeners</th> </tr> </thead> <tbody> <tr> <td>Glance at their watch, tap their feet, and drum their fingers.</td> <td>Make eye contact, nod occasionally, and say words of encouragement.</td> </tr> <tr> <td>Finish people's sentences and make assumptions.</td> <td>Paraphrase the speaker's words, clarify, and summarize.</td> </tr> <tr> <td>Interrupt to disagree and rush to correct the speaker.</td> <td>Are patient and calmly state their views when appropriate.</td> </tr> <tr> <td>Focus on the speaker's delivery or mannerisms.</td> <td>Focus on the content of the message.</td> </tr> <tr> <td>React emotionally.</td> <td>Remain non-defensive.</td> </tr> <tr> <td>Ignore non-verbal cues.</td> <td>Pay attention to non-verbal cues.</td> </tr> <tr> <td>Tell others how they should feel. Control others' feelings.</td> <td>Respect others' feelings.</td> </tr> <tr> <td>Talk more than they listen.</td> <td>Listen more than they talk.</td> </tr> </tbody> </table>	Poor Listeners	Active Listeners	Glance at their watch, tap their feet, and drum their fingers.	Make eye contact, nod occasionally, and say words of encouragement.	Finish people's sentences and make assumptions.	Paraphrase the speaker's words, clarify, and summarize.	Interrupt to disagree and rush to correct the speaker.	Are patient and calmly state their views when appropriate.	Focus on the speaker's delivery or mannerisms.	Focus on the content of the message.	React emotionally.	Remain non-defensive.	Ignore non-verbal cues.	Pay attention to non-verbal cues.	Tell others how they should feel. Control others' feelings.	Respect others' feelings.	Talk more than they listen.	Listen more than they talk.
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<p>Slide 44</p>  <p><b>[CLICK] 3x</b></p>	<p>Next, it's very important to <b>Be Trustworthy</b></p> <ul style="list-style-type: none"> <li>• <b>[CLICK]</b> Be reliable—do what you say you will do, respect others' time by being on time yourself, and don't blow off meetings.</li> <li>• <b>[CLICK]</b> Be competent—don't get in over your head. At the same time, be confident in your abilities.</li> <li>• <b>[CLICK]</b> Be sincere—say what you mean and mean what you say.</li> </ul>																		

<p>Slide 45</p>  <p><b>[CLICK] 2x</b></p>	<p>Then, <b>Turn Conflict into Cooperation</b></p> <ul style="list-style-type: none"> <li>• <b>[CLICK]</b> If you find yourself in a conflict, rely on these foundational behaviors: <ul style="list-style-type: none"> <li>○ Maintain your composure. I realize that's not always easy!</li> <li>○ Always show respect.</li> </ul> </li> <li>• <b>[CLICK]</b> Find common ground between you and the other person. <ul style="list-style-type: none"> <li>○ Acknowledge your differences but focus on your common goals.</li> </ul> </li> </ul>
<p>Slide 46</p> 	<p>Also, employ strategies for resolving task-based conflict:</p> <ul style="list-style-type: none"> <li>• Search for root causes—such as poorly designed work processes, communication breakdowns, unrealistic expectations, or lack of knowledge, skills, or training.</li> <li>• Focus on “what,” not “who.” Instead of blaming others, concentrate on the substance of what needs to change.</li> </ul>
<p>Slide 47</p> 	<p>The last behavior is <b>Commit to Completion</b></p> <p>Whenever possible, describe actions you will take in decisive terms. Many people use vague, noncommittal language, and this conditional commitment can influence others' perception of their trustworthiness and reliability.</p>
<p>Slide 48</p> 	<p>Words are powerful—and permanent. It's hard to take back something once you say it. Being careful with your word choice can greatly support collaboration and help build good relationships.</p>
<p>Slide 49</p>  <p><b>[CLICK] 4x</b></p>	<p>It's important to <b>Use “I” Messages</b>. They are an effective way to express how you feel assertively, but not aggressively or passively (which is not expressing yourself at all).</p> <p>“I” messages are especially powerful because they:</p> <ul style="list-style-type: none"> <li>• <b>[CLICK]</b> Focus on solving problems.</li> <li>• <b>[CLICK]</b> Emphasize the present and future.</li> <li>• <b>[CLICK]</b> Use words with reduced emotional impact, and...</li> <li>• <b>[CLICK]</b> Demonstrate sincerity and respect.</li> </ul>
<p>Slide 50</p>  <p><b>[CLICK] 2x</b></p>	<p>Make sure your statement includes observable behavior, not your assumption or negative judgment of what someone did. Follow this model:</p> <p><b>[CLICK]</b> I feel/felt _____ when you _____ (describe the behavior).  <b>[CLICK]</b> I'd appreciate it if you would _____ (describe the behavior).</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>• <b>Wrong way (with emotion):</b> “I felt angry when you humiliated me in front of others. Don't ever do it again.”</li> <li>• <b>Right way (without excessive emotion):</b> “I felt angry when you criticized my work in front of others. I'd appreciate it if you would discuss your concerns about my work with me privately.”</li> </ul>
<p>Slide 51</p>  <p><b>[CLICK] 2x</b></p>	<p>Then, <b>Present Ideas as Questions</b></p> <p>Many people will be more open to your opinion, point of view, or idea when you present it as a question, especially if your idea is contrary to another person. Here's the formula:</p> <p><b>[CLICK]</b> Acknowledge the other person's thought  <b>[CLICK]</b> and follow up by presenting your idea as a question to consider.</p> <p>Example: “I can tell you care a lot about staying within our budget, and this unexpected expense has messed that up. What if we look for a corporate sponsor to increase our budget instead of cutting back on deliverables?”</p>

<p>Slide 52</p> 	<p>So, let's see <b>How Strong Are Your Collaboration Skills?</b>  <i>(at this point, if time is a concern, recommend this as a chapter board or work team group activity, then quickly review the details).</i></p>
<p>Slide 53</p> 	<p>For this individual activity, you can complete the assessment on page 3 of your handout, or view the PDF file on your device, or use the questions on the next slide. Write down your results and then total them.  I'll give you a moment to look for the assessment now.</p>
<p>Slide 54</p> 	<p>For each statement, determine the number that best reflects how often you practice the behavior described. The scale appears on the slide:  1 = seldom, 2 = occasionally, 3 = frequently, and 4 = always.  You have five minutes, starting now.</p>
<p>Slide 55</p>  <p><b>[CLICK] 3x</b></p>	<p><i>Briefly comment on the results (or skip this slide due to time constraints).</i>  OK, time is up. Be sure to add the numbers together that you assigned to each statement.</p> <p>Now let's see how your collaboration skills measure up. Raise your hand if:</p> <ul style="list-style-type: none"> <li>• <b>[CLICK]</b> You are in Group 1: 10–19: Your collaboration skills have room for significant improvement.</li> <li>• <b>[CLICK]</b> How about Group 2: 20–29: Your collaboration skills are average.</li> <li>• <b>[CLICK]</b> And finally, Group 3: 30–40: Your collaboration skills are excellent! People enjoy collaborating with you.</li> </ul> <p>OK, confess. How many are lying right now? 😊</p>
<p>Slide 56</p> 	<p>Now let's wrap up our time together with some closing thoughts.</p>
<p>Slide 57</p> 	<p>Collaboration considers each of our ideas, skills, experiences, and opinions.</p>
<p>Slide 58</p>  <p><b>[CLICK] 2x</b></p>	<p>When individuals work together openly:</p> <ul style="list-style-type: none"> <li>• Processes and goals become more aligned, leading the group towards a higher rate of success.</li> <li>• <b>[CLICK]</b> Collaboration spurs creativity, improves productivity, and increases personal satisfaction.</li> <li>• <b>[CLICK]</b> With the right mindset and practices, collaboration can be a unique differentiator for your organization.</li> </ul>
<p>Slide 59</p> 	<p>At the beginning, we said two – and even more – heads are better than one. So, let's put our heads together and apply these concepts to create skillful collaborations so we can all achieve amazing success!</p>
<p>Slide 60</p> 	<p>Thank you for attending this session. Now go collaborate!</p>