Powerful Collaborations

with Stewart Levine
Powerful Collaborations...

Why?
What?

How?
Actionable IDEAS
Why?
“The WORLD is FLAT…”

— Tom Freedman
Globalization of BUSINESS
Distributed TEAMS
how we interact, produce, collaborate changed
Less FACE to FACE Communication
Stewart Levine’s Background . . .

- 10 Years of Legal Practice
- 6 Years Managing Sales Team at AT&T
- Developed Models as a Divorce Mediator
- Thirty Years of work with organizations – Soft Skills as educator, keynote, facilitator and intervener
- American Management Association Instructor & SME
- Three Published Books and Numerous Articles
- Business Bestseller: Getting to Resolution: Turning Conflict Into Collaboration (Text for Various Courses)
- Clients Include Fortune 100, Government Agencies and NGO
- Adjunct Faculty: U Cal Berkeley Law School; Dominican University Graduate School of Business
Working with Bob Stahl . . .

- Mutual colleague made introduction
- Both looking for innovation / contribution
- Bob presented his model for S&OP
- Stewart asked the question about conflict
- Exchange of material & respective framework
- Co-authored column
- Currently working with clients
- Blending our Practices
Making eS&OP Successful . . .

The **Hard Stuff** (tools, techniques, processes) is **EASY**

The **Soft Stuff** (relationships, behavior, culture) is **HARD**
Market Research . . .

Success with Executive S&OP is:

60% = Behavior/Culture

30% = Process Improvement

10% = Technology

*Lora Ceceri
Altimiter/AMR
Boston, Sept 2010
Cultural Changes *

Pre-S&OP Culture

• Lack of involvement by Top Mgt.
• Acceptance of poor data
• Silo mentalities that inhibit interdepartmental collaboration
• Reactive instead of proactive decision making

Post-S&OP Culture

• Inter-functional collaboration, with open trust between departments
• Data-driven decisions
• Higher levels of cross-functional discipline & accountability
• Proactive approaches to demand & supply issues

* How S&OP Changes Corporate Culture: Results from Interviews with Seven Companies
Stahl/Mello; Column: Winter 2010
People, Process, Technology...

People: 60%
Process: 30%
Technology: 10%
Supply Chain: Inherent Conflict

• Sales
• Marketing
• Product Development
• Finance
• Operations
• Executive Initiatives
Glossary

- DIFFERENCES: not seeing the same thing
- CONFLICT: breakdown impeding progress
- RESOLUTION: condition healed, no scars
- AGREEMENT: mind and heart aligned, covenantal relationship
- CULTURE: relationships reflecting values, and implicit and explicit agreements
- EMOTIONAL INTELLIGENCE: self awareness, etc.
- CONSCIOUS COMMUNICATION: mindfulness, self-educating
Conflict Resolution Framework

PEOPLE FEAR CONFLICT:

- No Mental Model
- No Way Out
- No Tools
- Culture of Nice
- No Practice
- Never Made A Choice
Powerful Collaborations
Building High Performance Teams
COSTS OF CONFLICT

DIRECT COST
Expert help

PRODUCTIVITY COST
Time lost, reduced capacity, opportunity cost

CONTINUITY COST
Losing someone

EMOTIONAL COST
Stress related disease
Distrust | Turnover | Stress | Conflict
Passive — Aggressive Behavior
Productivity | Missed Deadlines
Reduced QUALITY | “Do-Overs”
SILOS | reduced COLLABORATION
DECREASED Customer Satisfaction
FACTS...

• **CONFLICT** is natural, neither positive nor negative. It is!

• **CONFLICT** is an interference pattern of energies.

• Nature uses **CONFLICT** as a motivator for change, creating beautiful beaches, canyons, mountains and pearls.
It’s not whether you have CONFLICT in your life. It’s what YOU DO with it!
Winning and losing are goals for games, not for CONFLICT.

Learning, growing and cooperating are goals for resolving CONFLICT.

Resolving CONFLICT is rarely about who is right.

CONFLICT begins within.

—Thomas Crum

*The Magic of Conflict*
Sources of CONFLICT
“You have much to learn, my son. You can’t say ‘on with his head’ after you’ve said ‘off with his head’.”
High Value of COLLABORATION

• Key driver of organizational performance
  
  2x  as significant as new MARKET OPPORTUNITIES
  5x  as significant as external MARKET ENVIRONMENT

• Impacts the *gold standards* of performance:
  Profitability | Profit | Sales

Source: Impact of Collaboration on Business Performance by Frost & Sullivan | sponsored by Microsoft and Verizon
Conflict Resolution | COLLABORATION
A return to productivity; pathway to higher performance
RESOLUTION Requires
What it asks of YOU?

What it asks of EVERYONE?

Emotionally Intelligent
Conscious Communicator
Valuing Collaboration
Resolutionary Thinking
Crafting Agreements for RESULTS
Choosing to CHANGE Behavior
What?
COLLABORATION
A Holistic Approach

- People
- Process
- Technology

Virtual Teams
Conscious Communication

A critical skill for everyone
Remember...

You can’t take back the **WORDS** you speak

...or the **ACTIONS** you take.
Becoming Emotionally INTELLIGENT

Self-Knowledge
Self-Awareness
Self-Regulation
Self-Motivation
Empathy
Social Skills
If you knew the secret history of those you would like to punish, you would find a sorrow and suffering enough to disarm your hostility.

— H. W. Longfellow
Recognizing Differences
Responding and Reacting

Use "I" statements

Design - Know | Do | Feel
S O F T E N – Non Verbal
“Don't Bark Back at Barking Dogs”

Mirroring | Identifying

Buber – Object | Subject

Providing Effective Feedback
Your most POWERFUL TOOL
Your most powerful tool

Listening
RESOLUTIONARY THINKING

- Abundance
- Creativity
- Open
- Feelings
- Learning
- Efficiency
- Foster Resolution
- Long-Term’
- Disclosure
- Responsibility
Cycle of Resolution

...an ongoing CYCLE of Collaboration

RESOLUTION

1. Facts
2. Emotions
3. Future

- New Vision: Agreement in Principle
- New Agreement: The Vision in Action
- Getting Current and Complete
- Preliminary Vision
- Telling Your Story
- Attitude of Resolution
- Talking Model
- Conflict
Beginning New COLLABORATIONS

Laws of Agreement
Essential Elements for NEW AGREEMENTS

- Intent and vision
- Roles
- Promises
- Time | Value
- Measurement of SATISFACTION
- Concerns and fears
- Renegotiation | Dissolution
- Consequences
- Conflict resolution
- Agreement ?
Alone we can do so little; TOGETHER we can do so much. —Helen Keller
How?

Actionable IDEAS
Check YOUR Attitude
What is your ATTITUDE toward Conflict?

• Where did it come from?

• Is it serving YOU?

• Did you ever make a choice about it?
Take a look at your Culture
CULTURE is a “fuzzy” word. A more focused understanding:

Organizational relationships reflect and embody the culture. The sum of relationships is the culture! Relationships reflect web of implicit and explicit agreements that are the organization.

—Max DuPree

Covental Relationships
What is the CULTURE of your...

Supply Chain?
What is the state of your Agreements
What is the state of your AGREEMENTS?

Within your Supply Chain?
Laws of Agreement

- Explicit and implicit agreements
- “Sea” of agreements
- Never-learned agreements
- Source of Productivity
- Agreements = SHARED VISION/ Map
- Agreements +++ Chances for Satisfaction
- Practice enables masterful agreements
- Conflict arises
- Breakdowns = opportunity for CREATIVITY
- Resolving Conflicts = New Agreement
Strengthen Your SKILLS to Create POWERFUL Collaborations
• Value DIFFERENCES
• Develop Emotional Intelligence
• Allow emergence of “Third Body” in shared space
• Foster CONTRIBUTION of natural genius
• Build bridges of shared vision | meaning
• Embrace “Resolutionary Thinking”
• Practice 3 V’s awareness | “non-verbal” communication
Cycle of Resolution

...an ongoing CYCLE of Collaboration

RESOLUTION

New Agreement: The Vision in Action

Future

Talking Model

New Vision: Agreement in Principle

Emotions

Facts

Getting Current and Complete

Preliminary Vision

Telling Your Story

Attitude of Resolution

Conflict
Conclusion . . .

Challenge: Manufacturing

No Place for the “Soft Stuff”
Careful Client Selection
1 + 1 = 3
Two Powerful Teachable Methods
Verve / Holistic
Organizational Culture Change
Eye on the Prize!!!
How we are work together

Executive Briefing
Developing Pilot
Crafting Team Agreements
Weekly / Bi-Weekly Meetings
Coaching / Consult as Needed
Develop High Performance Team
Being the Change / Discovering the Confluence
Parallel Paths . . .

A: Run the Business today
B: Projects to support ‘A’
X: Executive S&OP
Y: Collaboration/Conflict Resolution Framework
Powerful Collaborations
Building High Performance Teams

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