

THE DEFINITIVE GUIDE TO
COLLABORATION



^CCELA^

Work lives are now dominated by tools designed to help us collaborate, both in person and from a distance. In an interconnected world, the demand for excellent teamwork, communication, and interpersonal skills only increases over time, but few managers are adequately prepared to deal with these demands. No matter what technology you have at your disposal, collaboration means nothing without the people behind those platforms. Great leaders often begin as great team players, and the best leaders' work makes everyone else look good too.

At Accela, we've been considering the critical skills that need to be developed to allow managers to not just survive, but thrive in the current environment. Our proprietary blend of personal experience, market research and psychometric testing have allowed us to identify 10 key competencies common to successful leadership globally across multiple industries.

What can you do?

To determine your external relationships proficiency, consider observable day-to-day outcomes in relation to the 10 competencies outlined below.

To thrive, you need to consider how you:

1. Manage Stakeholders
2. Gain Support of Others
3. Communicate Effectively
4. Display Interpersonal Skills
5. Network Effectively
6. Collaborate Effectively
7. Promote the Vision
8. Deliver Effective Feedback
9. Build Personal Brand
10. Align Goals

What next?

Consider the following:

- What's working well?
- What could be further developed? Do you rely too heavily on some competencies, while neglecting others?
- What can you learn from your experience?
- Who should you turn to for guidance, coaching, mentoring or sponsorship?

The collaboration requirements of the modern workplace are evolving rapidly. Now more than ever, thoughtful, engaged, and communicative managers are required to help their teams navigate the path to organisational success. And traditional teamwork skills haven't gone out of fashion either!

"Alone we can do so little; together we can do so much." _____
Helen Keller

1 Manage Stakeholders

Stop herding cats and figure out who wants what when and why.

Overview

A stakeholder is anyone who could potentially be impacted by the team's business activities. Learn stakeholder management to ensure that you are engaging in thoughtful and productive ways with the people involved with a project as part of an overall work process. Doing this well allows managers to keep control of their projects and outcomes by involving the necessary people in a ways that works well for everyone.

You will learn how to

- Understand how stakeholder management is currently undertaken
- Define different levels of engagement appropriate for different stakeholder types
- Identify challenges present in stakeholder management
- Build stakeholder management into a project
- Analyse what may be important to various stakeholders
- Identify and manage conflicting priorities and objectives
- Identify and plan differing levels of communication intensity

This workshop is for

Anyone with a leadership role who must collaborate with others in order to accomplish their goals and meet delivery deadlines

Key benefit for participants

Communication and collaboration strategies for improved stakeholder relationships

“

To keep everyone invested in your vision, you have to analyze who the different stakeholders are and what they individually respond to.

Alan Stern

2 Gain Support of Others

Who do you need in your corner?

Overview

Ironically, it is often by specifically doing actions that are not designed to gain the attention and admiration of others that managers are able to create the kind of following and support they need to do their jobs well. Learn to win and maintain support to ensure planning and implementation goes smoothly and roadblocks are minimised.

You will learn how to

- Develop a strong, clear vision
- Explain the “why”
- Building high-quality connections
- Develop relevant knowledge
- Deliver value at every stage
- Plan a strategy to win necessary support
- Ensure messaging is clear and positive
- Allow others to take credit and be rewarded

This workshop is for

Managers who need deep buy-in from others in order to do well in their roles

Key benefit for participants

Improved skills and confidence winning support and buy-in from team members and other stakeholders

“

You can do anything as long as you have the passion, the drive, the focus, and the support.

Sabrina Bryan

3 Communicate Effectively

Avoid talking at people and start speaking with them.

Overview

All communication should, in theory, be clearly understood by the recipient, and be complete and direct in any requests so that the recipient can act on that information accordingly. In reality, most communication in the workplace rarely lives up to that standard. Learn active listening, communication influencing skills, and how to manage high pressure situations. Sure, being “good with words” helps... but what good are the words if they are addressing the wrong issue?

You will learn how to

- Identify and use the key components of communication
- Display effective listening skills
- Communicate effectively across all media
- Change tenor and tone of message with recipient in mind
- Understand the role communication plays in influencing
- Identify and avoid inappropriate communication styles
- Use communication to defuse challenging situations

This workshop is for

Anyone who has to work with other people and finds those relationships aren't always as easy as hoped, or that they don't always have the right words

Key benefit for participants

Easily solve how to deal with other people, individually or in groups

“

Communication and communication strategy is not just part of the game – it is the game.

Oscar Munoz

4 Display Interpersonal Skills

Think you aren't a “people person?” You probably just never learned the skillset.

Overview

In all cases, despite what many people have been brought up to believe, interpersonal skills, like all skills, can be taught and practiced. Many of the best techniques for developing this skillset come from outside the business world – theatre, behavioural sciences, and psychology have all contributed techniques for managing interpersonal relationships with more aplomb. Learn to develop your “soft” skills and get out of your own way when dealing with people.

You will learn how to

- Display verbal and non-verbal communication proficiency
- Awareness of cultural sensitivities and norms
- Use effective questioning techniques
- Demonstrate social awareness
- Display self-discipline
- Know when to take responsibility
- Listening before acting

This workshop is for

Anyone in a leadership role who feels uncomfortable in social situations, or worries about making others uncomfortable

Key benefit for participants

Perform social adeptness when dealing with people in the workplace

“

Your career success in the workplace of today – independent of technical expertise – depends on the quality of your people skills.

Max Messmer

Network Effectively

It's all about who you know, or rather, about who knows you.

Overview

Great networkers build webs of contacts around themselves, connecting them to other people both inside and outside of their organisations and fields. These contacts are not just business cards or email addresses – each one is a meaningful and mutually beneficial relationship, waiting to be deployed. Learn to build a web like this for yourself and use your contacts in ways that benefit everyone involved.

You will learn how to

- Strategically plan networking
- Understand personal style and use it to your advantage
- Build and grow important relationships
- Know when and how to engage others
- Effectively self-promote without boasting
- Articulate value added
- Demonstrate advanced social networking techniques

This workshop is for

Anyone in a leadership role who wants to make better contacts and use those contacts more effectively

Key benefit for participants

Activate advanced skills for networking and making contacts

“

The currency of real networking is not greed but generosity.

Keith Ferrazzi

Collaborate Effectively

Another meeting? Another opportunity.

Overview

A manager who is an effective collaborator is able to leverage the skills, talents, and resources of the people around them in order to achieve their goals more efficiently, with higher quality, or with greater efficacy.

A manager who resists collaborative approaches will often find themselves outpaced in the modern work environment that privileges people who can work together effectively. Learn to leverage the skills, talents and resources of the people around you to achieve greatly increased output.

You will learn how to

- Know what method of collaboration suits each circumstance
- Recognise and overcome roadblocks to effective collaboration
- Understand and navigate the organisational network
- Know who and who not to involve collaboratively
- Use influence to free up resources
- Set guidelines for effective collaboration
- Apply conflict resolution strategies if necessary

This workshop is for

Anyone in a leadership role who wants to turn inevitable moments of workplace collaboration into opportunities instead of roadblocks

Key benefit for participants

Master a collaboration process and improved collaborative outlook

“

If you want to lift yourself up, lift up someone else.

Booker T. Washington

Promote the Vision

You might see the path clearly, but do you have the vision to know where it's headed?

Overview

A manager who can promote both the organisational vision, and articulate how their vision for their team aligns with that organisational vision has the best chance to success. Learn to understand organisational vision, promote visionary work, and help team members not only achieve greater productivity but job satisfaction in the process.

You will learn how to

- Understand the vision
- Explain the vision
- Lead by example
- Correct others where appropriate
- Connect vision with strategic goals
- Incorporate vision in long and short term planning
- Understand how day-to-day activities align with vision

This workshop is for

Anyone in a leadership role who wants to add meaning, depth, and direction to their daily work and their team's outlook

Key benefit for participants

Improved use of organisational vision to inform team work and personal goals

“

When I dare to be powerful, to use my strength in the service of my vision, then it becomes less and less important whether I am afraid.

Audre Lorde

Deliver Effective Feedback

Stop avoiding feedback and start giving feedback that helps.

Overview

The goal of feedback should always be to reinforce good behaviour and outcomes and helping someone avoid poor outcomes and problematic behaviour in the future. The net effect of both giving and receiving feedback should always be positive because it allows both the giver and receiver to move forward towards the future on more secure footing. Learn to give feedback consistently, regularly, and informally, in addition to scheduling formal reviews and using them effectively.

You will learn how to

- Establish protocols for regular feedback
- Know what type of feedback is appropriate in what situation
- Understand appropriate environment for messaging
- Display ability to structure feedback appropriately
- Undertake constructive feedback process
- Deal with reactions to feedback
- Ability to deliver 360 degree feedback

This workshop is for

Anyone who avoids giving feedback or finds that their feedback doesn't have the intended effect

Key benefit for participants

Ability to give effective, constructive feedback, even in high pressure or negative situations

“

Mistakes should be examined, learned from, and discarded; not dwelled upon and stored.

Tim Fargo

9 Build Personal Brand

Market yourself as you want to be seen, and others will see you that way.

Overview

Personal brand is the image a manager portrays within their work environment, and how they are perceived by collaborators stakeholders in a business context. Creating a strong personal brand can benefit managers in any profession, but especially those whose roles are more forward-facing. Learn how to brand yourself in order to move within the business world with more ease, regardless of the exact requirements of your role.

You will learn how to

- Create personal vision
- Articulate personal brand goals
- Create personal brand actions
- Align personal brand to organisational brand
- Consistently display valued behaviours
- Articulate brand voice
- Manage social media effectively

This workshop is for

Anyone in leadership who wants to control the image they project to the world in a business context

Key benefit for participants

Increased control over personal brand and understanding of how to tweak your image

“

All of us need to understand the importance of branding. We are CEOs of our own companies: Me Inc. To be in business today, our most important job is to be head marketer for the brand called You.

Tom Peters in Fast Company

10 Align Goals

Work top-down to increase collaboration and decrease unnecessary complication.

Overview

Without clear alignment and goal-setting on a team level, it can be difficult to motivate a team well: either their work doesn't support the organisational vision, or it is not being done in the most efficient way, costing team members time and energy. Learn to set effective, aligned goals to keep team members motivated, improve efficiency in daily tasks, and keep communication on point.

You will learn how to

- Understand organisational vision
- Collaboratively workshop strategic goals
- Create specific, measurable goals
- Deal with multiple inputs
- Obtain buy-in
- Understand lateral impacts
- Create downstream actions

This workshop is for

Anyone in leadership whose daily work doesn't seem to match their overall goals, or whose team struggles with motivation issues

Key benefit for participants

Compose, convey implement a vision when setting goals and working towards them

“

When in doubt, check if your actions are aligned with your purpose.

Azim Jamal & Brian Tracy

The facts are that only:



1 in 2 employees:
**Clearly know what is
expected of them at work**



1 in 4 employees:
**Strongly agree that their
manager continually helps
them clarify priorities**



1 in 5 employees:
**Strongly agree that their
performance is managed
in a way that motivates them
to do outstanding work**



1 in 15 employees: **receive feedback daily,**
19% a few times a week and 27% a few times a month¹

●
**Strongly agree that their
pay and incentives motivate
them to achieve their goals**

●
**Strongly agree that their
performance metrics are
within their span of control**

¹Re-engineering Performance Management Ben Wigart and Jim Harter evaluated from the Gallop data base, meta-analysis and 100's of interviews.

About Accela

Accela is an Australian owned company, established in 2005, renowned for exceptional sales management and leadership training, coaching and consulting. Accela has assisted many Australian blue chip and international companies to realise their teams' full potential with a comprehensive range of development solutions. To complement their existing methodology, the Hub was created for clients to measure, report, manage and continuously drive faster, easier sales results.

Accela has over 30 accredited trainers and facilitators across Australia and New Zealand, and over 40 accredited local multi-lingual trainers across Singapore, Hong Kong, Shanghai, Tokyo, Bangkok London, Frankfurt, Milan and Paris.



Call **+61 (2) 9368 7969**
Email: **info@accela.com.au**
Web: **www.accela.com.au**