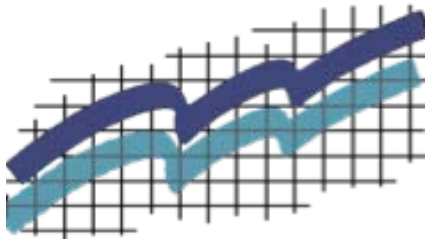


*The Consulting Team's***Leadership Tips**

Latest Research Findings Reveal Increases in Workplace Collaboration

Collaboration Meets Change Challenge

**NOTE FROM
MARILYN
MANNING, CEO**

Many of you have been following the reports we have been sending from the J. L. Talley & Associates study, to which The Consulting Team and some of its clients have contributed. The research charts the recent recession's impact on organizations' climate and culture. (See page 3.)

This issue's feature article is based on some of its latest findings: increased collaboration and productivity in response to economic changes. We share many easy to apply tips for increasing team work and collaboration in your organization.

Please forward Leadership Tips to your colleagues, or use it for a team discussion.

Warm regards,

Marilyn Manning, CEO •
(650) 965-3663

Recent headlines continue to trumpet the complex economic challenges we are currently facing. Organizations are managing significant changes in their markets and resources.

"Our culture has historically focused on independence and on the individual being right. In these complex times, the focus should be on winning through collaborative efforts." So said Dr. Larry E. Senn, pioneer in the field of corporate culture, in 1994. His words aptly apply to today. Results of the J. L. Talley & Associates research have reported that employees have increased their collaboration while navigating through last winter's sea of change.

It shouldn't surprise us that work teams are internally collaborating to meet formidable external forces. For over twenty years American businesses and organizations have actively shifted their leadership paradigm to support teamwork and collaboration. **The Consulting Team** has always specialized in building alliances and partnerships by facilitating collaborative processes with the communities, stakeholders, and customers it serves. **Dr. Marilyn Manning, founder and CEO** of The Consulting Team, shared, "Collaborating to resolve conflicts and differences actually increases productivity and creativity. Through resolution, you generate respect for diversity, thus encouraging positive contributions. In the long run, people find it more fulfilling to cooperate."

This paradigm values and supports:

- Communication of well-defined goals
- Accountability
- Awareness of behavioral styles (i.e., DiSC)
- Team building
- Coaching, feedback, and recognition

At the same time our current workforce has been building its teaming capabilities with these attributes:

- Flexibility
- Cooperation
- Trust and respect
- Common focus
- Conflict management



"When team work kicks in nobody can beat you."

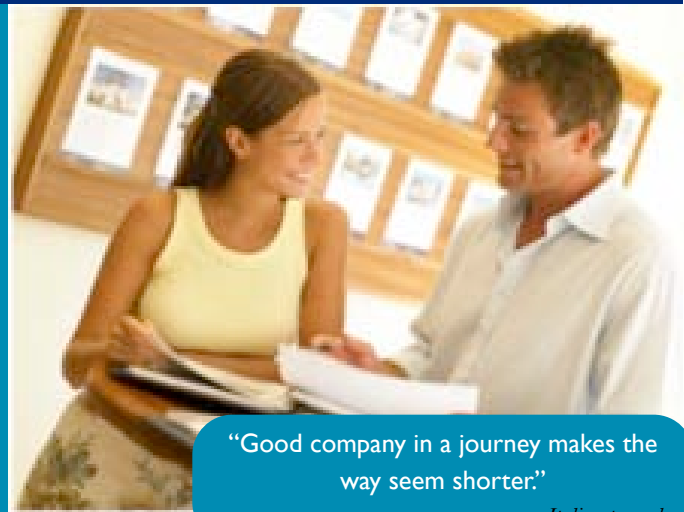
Don Shula

continued on page 2

COLLABORATION

BENEFITS

- ✓ Provides common focus
- ✓ Invites team to see possibilities, not impediments
- ✓ Encourages flexibility and innovation
- ✓ Facilitates change



“Good company in a journey makes the way seem shorter.”

Italian proverb

Technology has helped us to increase our networking and collaborative efforts. From “The New Collaboration: Enabling Innovation, Changing the Workplace,” a January 2008, IBM white paper:

In recent years, many companies [moved] toward network convergence, Internet Protocol (IP) telephony, and unified communication... an important first step toward innovative collaboration. For just as an infrastructure of roads and utilities connects a city, the digital infrastructure of unified communications lays the groundwork for collaborative connections.

For leaders this provides a unique opportunity to build greater team capability to enable more collaboration. This is important, because collaboration extends team benefits beyond immediate work groups, through members working with employees in other units, divisions, or agencies, in order to meet current challenges and lay the foundations for a more prosperous future. Here are some easy to apply tips to enhance your team’s efforts of unity and cooperation.

Develop an atmosphere of empowerment, that is, a workplace where people have the information, skills, and training to solve problems with their stakeholders. Empowerment also requires that leaders, their teams, and other stakeholders listen to each other respectfully, being open to different ideas and points of view.

As a leader, your development tools are role-modeling and giving feedback through coaching. Role-modeling provides a clear sign that you support empowerment and visual demonstrations of how to behave. Giving coaching feedback allows you to fine tune and guide your team’s growing skills by sharing your observations of what they do right and how they

can improve. Coaching is a valuable skill for supervisors to learn.

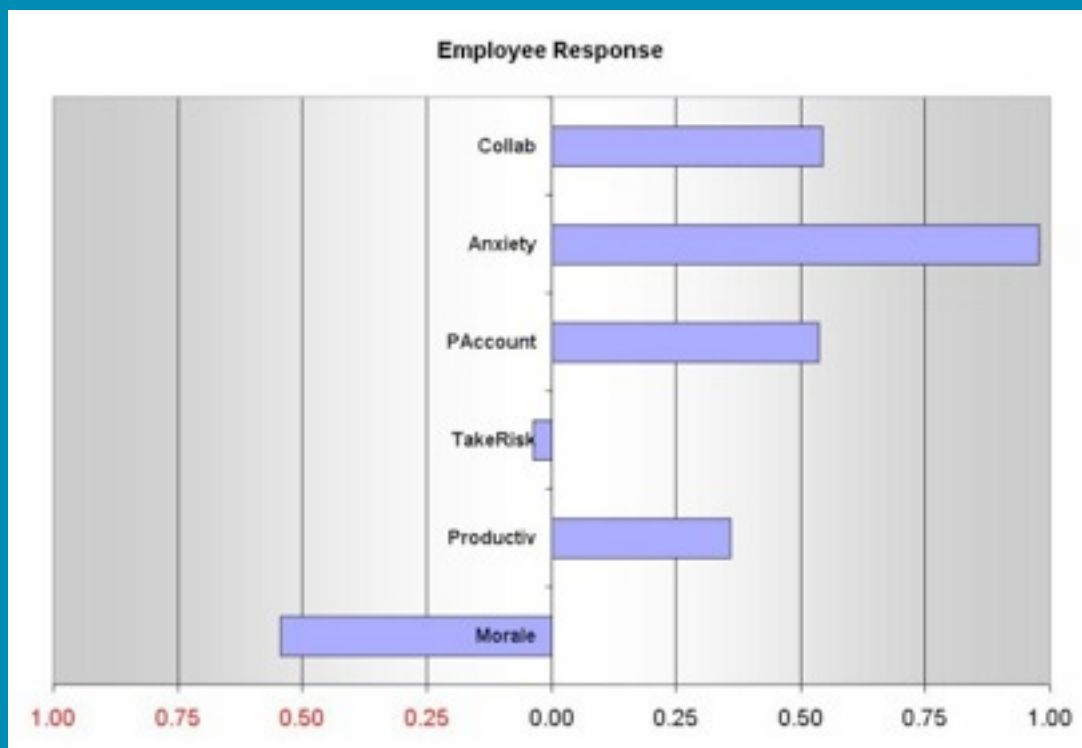
Build accountability by keeping your agreements and helping others to as well.

Accountability depends on follow-through. Work with your team to set up agreements they can keep and then work with them to overcome roadblocks that might stand in their way. Keeping agreements builds trust, which in turn builds community and a commitment to the success of the team, beyond each member’s personal goals.

Reinforce collaboration through recognition. Because your intention is to nurture behaviors that support teamwork and collaboration, recognition needs to focus on the collective, not on the individual. It can be symbolic, such as an interdepartmental task force name, or concrete, e.g. certificates or commemorative accessories. Plan acknowledgements as teams or task forces pass projected milestones and celebrations when they reach their goals. In the spirit of empowerment, encourage them to recognize each other. As in any recognition effort, ensure your plans:

- Are meaningful to participants
- Consider their behavior style needs (i.e., some prefer the spotlight while others don’t)
- Support team goals and values
- Most importantly, are sincere

Challenges can only make us all stronger in the long run. And the current challenge has inspired us to do more of what we already know works: collaborate to meet the challenges that face us. For information on training and consulting services that builds teams and collaboration see ***Want to Learn More About Building Alliances and Partnerships through Collaboration?*** below.



Across all segments, the impact of the recession was similar. Bars to the right are increases; bars to the left show decreases. So, morale was down and anxiety was up. On the plus side, staff seemed more productive, more willing to collaborate, and more willing to be personally accountable. And clearly caution was winning out over risk-taking.

Excerpts from the J. L. Talley and Associates Research Study...

Impact of the Recession: Unlike January's survey – which was quite similar across the 3 sectors – our most recent survey was heavily customized for the different areas of the economy. But our starting point is the one question that was common for all; it was a query about the impact of the recession on employees. We heard that morale and anxiety were noticeably worse. *We also heard that employees showed increases in productivity, willingness to take personal accountability, and spirit of collaboration.*

For-Profit Findings: Respondents reported a return to business basics, to the disciplines... often relaxed during a more ebullient economy. They all benefit the company in the long run... The comments showed... sense of urgency, return to good business discipline, refining products, getting closer to customers, and... "less blather and baloney".

Not-For-Profit Findings: We asked how much revenue [they expected] as a percentage of their 2008 revenue. More than half expected to make 90-100% of their 2008 revenue in 2009! Given the scale and speed of the economic decline, that struck us as a highly optimistic estimate. A companion question asked about their fund raising strategies. [Answers] seemed like fairly traditional and (unfortunately) low-leverage strategies. Their comments about elements of their plan for the recession were similarly traditional.

Public Sector Findings: The driving concern in January... was the awesome uncertainty as cities and counties wait for State and Federal agencies to sort out the scale of cuts and priorities for distributing monies. Our first curiosity was whether public sector organizations were still waiting or... were well into planning and execution. While January's data and comments reflected organizations "in shock," the results from February showed organizations well into planning and many into execution... the overwhelming majority reported that they were relying on sound information from their professional association, a trusted expert, or information from their funding sources themselves.

from J.L. Talley Associates February Summary Report

Want to Learn More About Building Alliances and Partnerships Through Collaboration?

Here is a sample of what we have to offer....

Visit the following links for more information:

Our Consulting Services that Foster Collaboration:

- ▶ Facilitation of Meetings and Retreats
- ▶ Team Building
- ▶ Conflict Mediation
- ▶ Strategic Planning
- ▶ Executive Coaching, 360', and EQ-i

View Descriptions of Related Courses:

- ▶ [The Challenges of Change](#)
- ▶ [Leading Positive Change](#)
- ▶ [Building Better Teams](#)
- ▶ [Appreciative Inquiry](#)

Read Related Articles:

- ▶ Under Team Articles, “Embracing Diversity to Build Effective Teams”
- ▶ Under Change, Stress and Strategic Planning, “Dealing with Stress in the Face of Change”

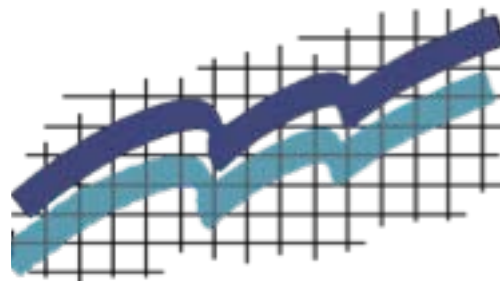
Thriving in a Challenging Economy

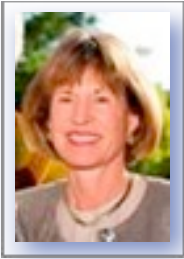
- ▶ The Consulting Team is providing low-cost, brown bag workshops! Call Marilyn for details: (650) 965-3663
- ▶ We can facilitate your meetings to expedite innovative goal alignment and team collaboration.

About Leadership Tips

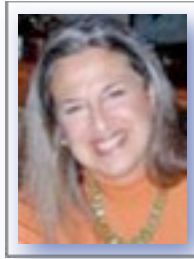
Leadership Tips is a periodic newsletter to help deal with the difficult issues in today's busy and hectic work environment. To see past Leadership Tips go to www.theconsultingteam.com and select Newsletters

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- ▶ If you know someone who would benefit from reading **Leadership Tips**, please forward this email to them.





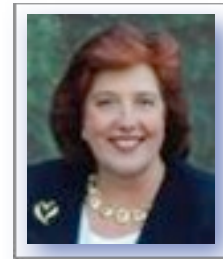
**Marilyn
Manning, CEO**



Elaine
Schmitz



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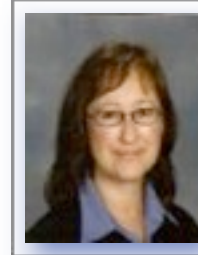


Nan Andrews-
Amish

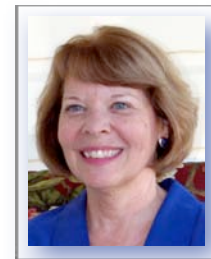
***Meet Our
Core Team***



Howard
Miller



Victoria Smith-
Raymond



Lee
Weimer

Our Core Team of consultants each bring over 15 years of experience and individual expertise to add breadth and depth to our services. Over the coming months, we will introduce you to each of them. This month we feature:

Victoria Smith-Raymond

For the past 18 years, Victoria Smith-Raymond, Ed.Ad., Fac., has collaborated with Dr. Marilyn Manning and The Consulting Team. As a consultant and facilitator, she specializes in team building and communication, conflict resolution, change-management, and strategic planning. Victoria holds a degree in Psychology, credentials in Educational Administration and Higher Education, and certification in Facilitation and Conflict Resolution from Cornell University. She has guest lectured at both UC and California State Universities. She has been a POST certified trainer for over 12 years, collaborating on Strategic Planning and Team Building training for many Police and Fire Departments. For more than 20 years, Victoria has held various advisory roles to the service industry, community advisory boards, governing bodies, and leadership teams, emphasizing organizational facilitation and team building. The philosophy of this seasoned consultant/facilitator can be summarized as, “Effective communication leads to successful collaboration and increased productivity.”