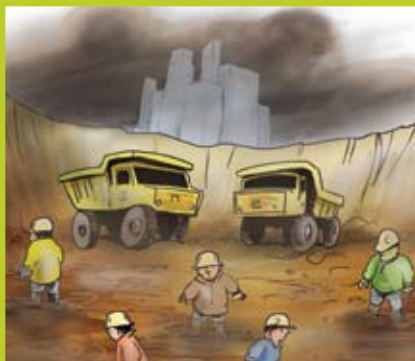


Enhancing Collaboration

Building High Performing Organisations



Enhancing Collaboration Building High Performing Organisations

*“Differences are the ore from
which we mine the true gold
of relationships”*

We believe that the way to building accelerated relationships and achieving maximum productivity and effectiveness within organisations can be achieved through simple, intuitive and people-centric processes.

Our approach to enhancing collaboration and building high performing organisations focuses on:

- i) Seeing the differences
- ii) Exploring how we mine
- iii) Finding ways to work with conflict
 - Getting to the true gold of relationships

Seeing The Differences Part 1

Which is the odd one out?



A. Flower



B. Bee



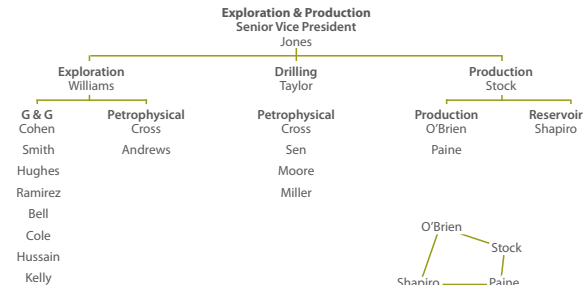
C. Ant

Seeing The Differences Part 2

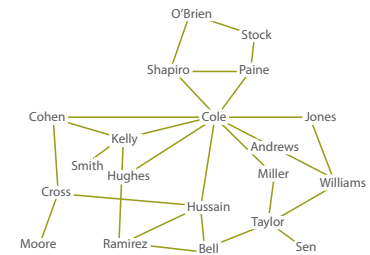
Social Network Mapping - How does work really get done?

Social Network Analysis is the technique of exploring and analysing roles and social networks. Implemented either through 'in-action' network mapping or through 'visualisation from a survey' the outcomes of social network analysis provides surprising and insightful results allowing for structure(s) to become visible and discussable.¹

Formal Organisational Structure Of Exploration And Product Division



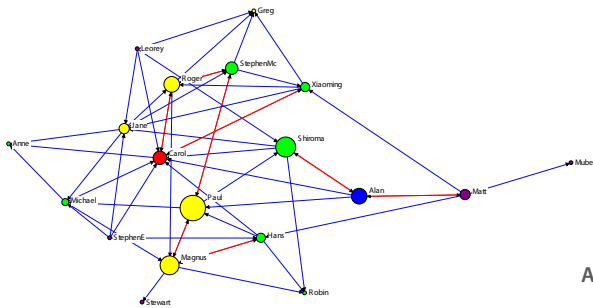
Informal Organisational Structure Of Exploration And Product Division



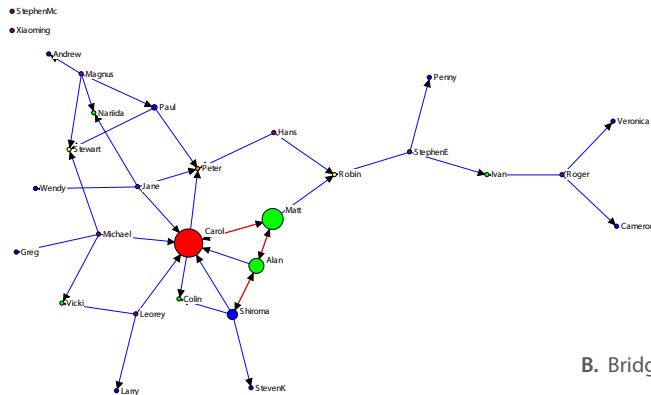
¹ Sourced from "A Bird's-Eye View: Using Social Network Analysis To Improve Knowledge Creation And Sharing" by Rob Cross, Andrew Parker and Stephen P. Borgatti: IBM Institute for Business Value

Seeing The Differences Part 3

One key concept out of Social Network Analysis is that of the Hub and the Bridge.



A. Hub



B. Bridge

Seeing The Differences Part 4

Which are you – A or B?

- A**
- You often find yourself in the right place at the right time
 - When seeking knowledge or answers, often the answers or knowledge just seems to find you
 - When you share new ideas to a group you may find yourself or your ideas being considered skeptically
- B**
- You often find yourself hearing words, statements or opinions you've shared floating around throughout your friendship networks
 - In small groups, often you find yourself contributing to the establishment of culture and norms for the group
 - When you share your ideas with a group, you may find yourself surprised at how enthusiastically they are received



Exploring How We Mine Part 1

You could say there are two types of talk.
Problem Talk and Solutions Talk.

Problem Talk sees you work to:

- Diagnose the problem
- Know what causes the problem
- Use this information to address the problem

Solution Talk sees you work to:

- Recognise the 'solution'
- Find 'counters' and know-how
 - things which contribute to the 'solution'
- Build the solution (and vanish the problem)

Exploring How We Mine Part 2

Problem Talk!



Have a go at it.

Explore the following questions with your colleague or partner. Get them to think of something they would like to discuss and then explore:

- What's wrong with what you're doing?

- Why are you doing so badly?

- What's the main cause of your difficulty?

- Whose fault is it?

- What are the other things that make it hard?

- Why will it be difficult for you to do any better?

Exploring How We Mine Part 3

Solution Talk!



Have a go at it.

Explore the following questions with your colleague or partner. Get them to think of something they would like to discuss and then explore:

- What are you aiming to achieve?

- How will you know you've achieved it?

- What was the best you ever did (at this thing)?

- What went well on that occasion?

- What will be the first signs that you're getting better?

- How will other people notice this improvement?

Exploring How We Mine Part 4

Summarising – you could see the differences between Problem and Solution Talk being:

Problem Talk sees:

- Individual as problem
- What is not working
- Analysing past
- Stuckness
- Failures
- Isolated (blamed)

Solution Talk sees:

- Individual as whole
- What works
- Focussing on better future
- Movement
- Successes
- Partnership

Getting To The True Gold Of Relationships Part 1

Take a moment now to brainstorm what you see as some common causes of conflict within your organisation.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

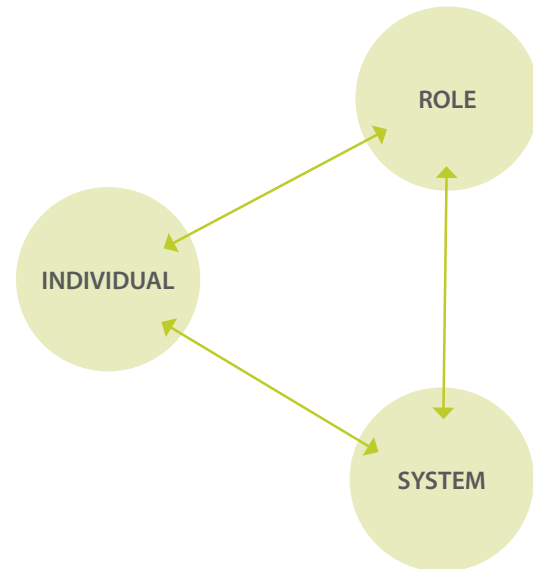
In summary the most commonly attributed causes to conflict occurring within the workplace can be said to be:

- a) _____
- b) _____
- c) _____



Getting To The True Gold Of Relationships Part 2

With structure being the most common cause found for conflict within organisations it can be helpful to take a systems view on the interaction between the individual, their role and the system.



Getting To The True Gold Of Relationships Part 3

“Roles in conflict not people”

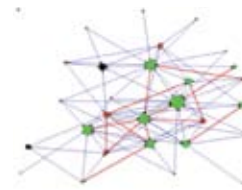
The following framework is drawn from a research study looking at the successes and failures of organisations seeking to work collaboratively with high performing self-managed teams.

This framework sees there being four key roles in action in any collaborative environment. They are:

- a) The Envisioning Leader
- b) The Organising Leader
- c) The Social Leader
- d) The Spanning Leader

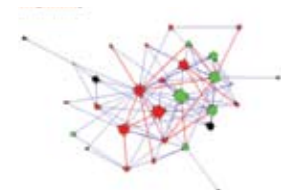
Getting To The True Gold Of Relationships Part 4

Here’s an example diagnostic drawn from our “Enhancing Collaboration Assessment Product” with one of our clients. In this case the key take-away for our client was the impact of current leadership on the social cohesion within the team.



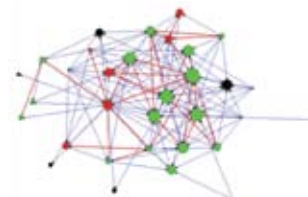
The Envisioning Leader

Connectivity - 23%
Role Assessment Percentage Vote - 46.6%



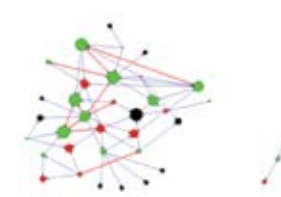
The Organising Leader

Connectivity - 25%
Role Assessment Percentage Vote - 34%



The Spanning Leader

Connectivity - 33%
Role Assessment Percentage Vote - 73%



The Social Leader

Connectivity - 11%
Role Assessment Percentage Vote - 54%

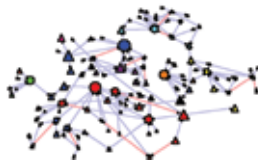
Our Enhancing Collaboration Assessment Product

First – some questions for you to reflect on:

- Are you interested in creating and sustaining high performance teams within your organisation? Reducing silos? Productively navigating conflict?
- Are you interested in seeking ways to move your team(s) towards improved self-management and distributive leadership? Looking for ways to accelerate building relationships across your organisation?

Through our unique application and coupling of Social Network Analysis and Solutions Focused story engagement we will provide a benchmark assessment of the state of collaboration within your team(s) or organisation along with concrete steps and approaches to moving towards enhancing collaboration. Our approach utilizes a framework which draws on the latest research from distributive leadership theory and self-managing teams.

Contact Andrew for more information regarding this assessment product, as well as our 3 day training program designed to help organisations build the capability with-in.



About Babel Fish Group Pty Ltd



Andrew Rixon

Babel Fish Group, lead by Andrew Rixon PhD, is a company dedicated to helping organisations transform through the development of collaborative environments, high performing teams and productive positive relationships.

Since completing his PhD in mathematics and community ecology at the University of Queensland in June 1999, Andrew has gained global experience in working with organisations, within Australia and internationally in the USA, the Netherlands and the UK. The complex systems perspective drawn from his PhD has informed Andrew's experience and allowed him to make contributions in the areas of systems and software development, knowledge management, social research, facilitation and management consulting.

Today, Andrew's focus is on how effective communication and facilitation skills can change the way we work. As a keynote speaker, workshop leader and professional facilitator and change consultant, Andrew's style is engaging, light hearted and curious. Andrew juggles in his spare time.

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Notes

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