Radical Collaboration at Work
True collaboration begins inside the individual, not the organization

Radical Collaboration is a methodology for building high-trust relationships at work. It focuses on both the technical and the emotional competencies that are essential for success in the workplace. This program was originally developed as a joint pilot project between the State of California and the Hewlett Foundation in order to teach collaborative skills in very adversarial organizations and is now being used by organizations world-wide to build trust, improve communication and increase collaboration and productivity.

The Radical Collaboration approach has been used in a wide range of applications in both public and private sectors: healthcare, heavy industry, military, higher education, high-tech, pharmaceuticals, electronics, public sector, to international public sector organizations.

The program has produced strong research-based results. One such follow-up research study, conducted by Professor Mayte Barba, Director of Business Administration at Monterrey Tech University, Cuernavaca, Mexico, tracked participants from nine countries over a six-year period. In her report, Professor Barba noted the following average gains:

49.5% increase in effectiveness for participants in reducing their own defensiveness in conflict.

44.8% increase in effectiveness at getting their interests met in conflicted situations.

31.5% increase in effectiveness at problem solving.

26.4% increase in effectiveness at building and maintaining long-term climates of trust.

Another study tracked almost 100 organizations *specifically identified as having adversarial climates*. Based upon very accurate records kept by the State of California, researchers documented an **average reduction in the rate of conflict of 67%** over a three year period.

Research conducted by the Institute of Industrial Relations at the University of California, Berkeley confirmed that transformations from ineffective, adversarial, non-trusting work relationships into cooperative and trusting work relationships were the norm rather than the exception. After training, trust increased, communications improved, and working relationships became more productive. Participants reported that not only did the working environment become more collaborative; the results of their problem solving efforts were much improved. When surveyed about their subsequent long-term use of workshop skills, participants universally reported ongoing usage.

Collaborative Skills Are Essential For Ensuring Long-Term Profitability

In their classic study titled *Corporate Culture and Performance*, John Kotter and James Heskett reported on the role that a collaborative culture plays on the success or failure of major corporations. The well researched empirical study, covering more than two hundred companies in 22 industries documented that more collaborative enhancing cultures **(Green Zones)** out-performed more adversarial non-enhancing cultures (Red Zones) by over 750% in net profit, 800% in stock price growth, and almost 250% in work force expansion.

|	Enhancing Cultures (Green Zones)	Non-Enhancing Cultures (Red Zones)
Revenue Increase:	682%	166%
Stock Price Growth:	901%	74%
Net Income Growth:	756%	1%
Workforce Expansion:	282%	36%

The Workshop

The Radical Collaboration workshop is a highly interactive 3-day training focused on skills that are essential to building and maintaining climates of trust and collaboration at work. The skills are immediately useful and quickly implemented. Because the training is interactive and the tools are very practical, the program is ideal for a wide range of settings and educational levels. It has worked well for groups ranging from custodians to college presidents to rocket scientists.

The workshop focuses on providing participants with hands-on experiences to develop these five essential skills for overcoming defensiveness and building successful relationships:

1. **Collaborative Intention**: Individuals learn how to stay in the Green Zone, maintain a non-defensive presence, and make a personal commitment to mutual success in their relationships.

2. **Truthfulness**: Individuals commit to both telling the truth and listening to the truth. They create a climate of openness that allows others to feel safe enough to discuss concerns, solve problems and deal directly with difficult issues.

3. **Self-Accountability**: Individuals take responsibility for the circumstances of their lives, the choices they make, either through action or inaction, and the consequences of those choices, both intended and unintended. They would rather find a solution than find someone to blame.

4. **Self-Awareness and Awareness of Others**: Individuals commit to knowing themselves deeply and are willing to explore difficult interpersonal issues. They seek to understand the concerns, intentions, and motivations of others, as well as the culture and context of their circumstances.

5. **Problem-Solving and Negotiating**: Individuals use problem-solving methods that promote a cooperative atmosphere. They avoid fostering subtle or unconscious competition.

Workshop Participants Rave About the Radical Collaboration Experience!

Here is what participants reported in an evaluation survey following a recent workshop:
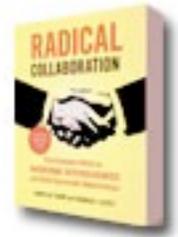
'This is the best course, bar none, for gaining insight into the human predicament of how we sabotage any possibility for collaboration and instead begin building a collaborative environment.'

'This is not just an academic exercise, the course provided revelations to all the attendees that they were totally unaware of on how they were hindering building a collaborative environment.'

'Really mind-opening, radical ideas for problem-solving and interpersonal relationships at work as well as in my personal life.'

'Course would be extremely beneficial for managers, leads or anyone in a supervisory position.'

'I was forced to come here by my boss—Glad I came!'

'Collaboration is a must have skill to maximize the use of scarce resources. Course provided tools to do this.'

'Provided examples and opportunities to use the tools while in the workshop.'

'Understanding things from others' points of view.'

'Provides great insight into how people think and act.'

'Taught tools—not just theory.'

'This course has been an eye-opener and has provided me with tools to be a better communicator.'

Companies world-wide have used Radical Collaboration for training. A partial list:

Aircraft:	• Boeing Leadership Center
Airline:	• United Airlines
Automotive:	• Toyota –BT Europe
Construction:	• Bokx Vastgoes & Ontwikkeling
Defense:	• Canadian Ministry of Defense
	• US Department of Defense, Washington Headquarter Services, Defense Facilities
	• Directorate
Electronics:	• Flextronics
	• Sony Ericsson
Energy:	• Vector Limited
Financial	• BNP Paribas Investment Solutions
Freight Shipping:	• Nippon Express USA

Government:	• California Public Employment Relations Board, Division of Judges
	• Guangzhou China Chamber of Commerce
	• Netherlands Ministry of Housing
	• Swedish Tax Authority
	• US Fish & Wildlife Service
	• US Defense Threat Reduction Agency
	• US Department of Labor
Higher Education:	• University of California
	• International Management Program at the Stockholm School of Economics
International Banking:	• Wells Fargo Bank
	• Scotiabank
	• Skandinaviska Enskilda Banken (SEB)
Int'l Organization:	• United Nations, Office of Oversight Services
Medical:	• Catholic Healthcare West - Sierra Nevada Hospital
	• Children's Hospital & Medical Center, Omaha
	• ConMed Electrosurgery
	• US National Cancer Institute
	• US National Institutes of Health
Mining:	• Nyrstar
Peace Keeping:	• Folke Bernadotte Academy
	• Raoul Wallenberg Institute
Pharmaceuticals:	• Novo Nordisk of North America
	• Pfizer
Public Sector:	• Swedish Work Environment Authority
Restaurants / Food:	• Calbee American
	• Cheesecake Factory
	• Max Restaurants
Rocket Engines:	• Rocketdyne
Shipyards:	• US Navy
Space Exploration:	• NASA Management Education Program
Technology:	• Alcatel-Lucent
Telecommunications:	• DirectTV
	• Teleca
Toys:	• Brio Toys of North America