



*Radical Collaboration*

*Jim Tamm is the co author of the book and program  
Radical Collaboration: Five Essential Skills To Overcome  
Defensiveness and Build Successful Relationships*

*Today nobody succeeds alone. You must have the skills to build relationships and to form alliances. This is true in everyday situations between individuals as well as between project teams, departments, companies and organizations.*

Collaboration requires that you have the ability to build and maintain relationships. To be successful in the long term, you must have the ability to build long term relationships – and you can learn how to do that!

Radical Collaboration is a program that will teach you how to develop these skills. The program is based on long experience and profound research. Besides being presented in this program, the concept is also described in the book *Radical Collaboration* (Harper Collins 2004).

Radical Collaboration will help participants build strong relationships and to increase their ability to prevent and negotiate their way through conflicts, still getting their interests met. The program and the book provide you with step by step tools how to initiate, lead and reach closure in negotiations and how to build successful long-term relationships.

## The program will help participants to:

*Build collaborative skills.*

*Gain understanding of the elements of building and maintaining long-term climates of trust.*

*Learn about the dynamics of interpersonal relationships, particularly in conflicted situations.*

*Gain personal insight into attitudes and behaviors in conflicted situations.*

*Practice good dialogue and problem solving in simulated and real-time situations.*

*Develop skills establishing and solidifying partnerships and alliances.*

## Five essential skills for building strong collaborative relationships:

1. COLLABORATIVE INTENTION: *Stay non-defensive and commit to mutual success in relationships.*
2. TRUTHFULNESS: *Create a climate of honesty and openness that allows people to feel safe enough to discuss difficult issues.*
3. SELF-ACCOUNTABILITY: *Take responsibility for the consequences of your actions.*
4. SELF-AWARENESS AND AWARENESS OF OTHERS: *Know yourself and others well enough to explore difficult interpersonal issues.*
5. PROBLEM-SOLVING AND NEGOTIATING: *Negotiate your way through inevitable conflict.*



The first four skills are based on FIRO-theory and The Human Element®, developed by Dr. Will Schutz.

The fifth skill is based on the well-known method from Harvard, used for conflict resolution and negotiating – Interest-Based Problem Solving.

Conflicts will sooner or later inevitably occur in any relationship. To have a successful collaborative relationship therefore requires being able to handle conflicts in a way that supports the relationship, instead of undermining it.

Even the most well-meaning and collaborative persons will have difficulties in maintaining a successful relationship, unless they know how to handle conflicts.

## RED ZONE

## GREEN ZONE

### → ADVERSARIAL ATTITUDE

COMPETITIVE  
SHORT-TERM  
DEFENSIVE  
SEEKS TO WIN  
SELF-INTEREST ONLY  
FEELS LIKE A WAR  
REACTIVE – RIGID

### → COLLABORATIVE ATTITUDE

COLLABORATIVE  
LONG-TERM  
SEEKS UNDERSTANDING  
SEEKS MUTUAL GAIN  
SEES OTHERS AS PARTNERS  
SEEKS SOLUTIONS, NOT BLAME  
OPEN TO INFLUENCE – FLEXIBLE

## Collaborative Intention – commitment to mutual success

Becoming defensive destroys relationships. When we become defensive we think and act in a rigid way. All our intelligence seems to disappear and we use most of our energy to protect ourselves, instead of trying to solve the actual problems in an efficient way.

It is important that we understand how our defense system works; that we be able to recognize how it comes into play, and to learn how to handle it.

When we perceive a threat to our well-being, we often respond defensively. This defense response pattern can take many forms, but the overall effect is to prepare us to fight, freeze or flee the frightening situation in order to protect ourselves.

Physically, emotionally and intellectually we are in a heightened state that is focused on self-protection and defending. We refer to this emotionally-activated state and all its attendant reactivity as the *Red Zone*. The Red Zone is not likely to be a place of collaboration, trust building, mutual problem solving or deeper self-reflection and shared accountability.

On the other hand, when we are physically feeling relaxed, safe, alive and emotionally significant, competent and likable, then we are not likely to behave rigidly or defensively. We are able to be intellectually open and honest and to consciously operate in a non-defensive, cooperative, problem solving, accountable state we call the *Greene Zone*.

From the Greene Zone, we simply do not

perceive conflicted situations as threatening, or if we do, we have Green Zone tools and coping methods that allow us to deal with these situations in a less reactive manner.

There may be occasions in life when we really are threatened, and Red Zone activation may be appropriate and useful. However, this emergency response is not appropriate or useful in the vast majority of work relationships, collegial decision-making, and creative problem-solving situations.

## Interest-Based Approach to Negotiations and Problem Solving

The Interest-Based Approach is a step-by-step process:

- *Set Tone and Discuss Process*
- *Problem Statement*
- *Interests*
- *Contingency Plan*
- *Options*
- *Closure*

## To understand your own behavior in relationships – FIRO-theory

*Radical Collaboration* is based on Dr. Will Schutz's workshop and program *The Human Element*® and his well-known theory of human relationships called Fundamental Interpersonal Relations Orientation, or FIRO.

The FIRO-theory defines three dimensions of human behavior – *Inclusion, Control, Openness*.

According to FIRO-theory all human beings want to feel significant, competent and likable. All human beings also have some fear of being ignored, humiliated or rejected. How we feel about ourselves and others has a strong influence on our behavior, when we are acting together with other people.

Rigid behavior in our relationships is the enemy. The inability to react appropriately to the circumstances, beyond our own preferences regarding *Inclusion, Control* and *Openness*, is what causes the problem. By becoming more aware of our own defensive behaviors and fears, we can diminish our rigidity.

## The Program

Radical Collaboration is a program of professional and personal development, for everybody who has a role when different interests may turn into a conflict.

It is a three-day workshop. Using a variety of teaching strategies such as brief lectures, interactive exercises, guided imagery, self-assessment checklists, small group planning sessions, and individualized action planning, the participants will see how subtle differences in their fundamental approach to problem solving either supports or sabotages their collaborative efforts.

The program consists of five modules, which makes it possible to work with parts of the material in a flexible way, e.g. in customized leadership-training programs or team-development programs.

Radical Collaboration is also well suited as in-house workshops.

Besides the Radical Collaboration program a special survey-tool has been developed, called The TLT Collaborative Skills Climate Survey™.

It is a web-based diagnostic questionnaire that will help you diagnose the strengths and weaknesses of collaborative skills within your organization. It provides you with a structured and informative diagnosis – a valuable starting point for continued development within the organization.

The Human Element Sweden also arranges Trainer Certification workshops for those who want to become Radical Collaboration-trainers.

## Authors and Program Designers



Radical Collaboration and the corresponding Training Certification-program are developed by *Jim Tamm* and *Ron Luyet*. Jim Tamm, a former senior judge for the California state agency that oversees

dispute resolution for public employees, and a consultant for many years, has long experience in handling conflict resolution, especially employment disputes.

Ron Luyet is a licensed psychotherapist with long experience in building high-performance work teams and teaching conflict resolution and partnership-building skills.

Jim and Ron are the authors of *Radical Collaboration* (Harper Collins 2004).

The impact of the Radical Collaboration-program is well documented and evaluated in American as well as international studies; the results from these studies are presented in the book.



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