
Welcome!

Constructive Collaboration Information Session

KELLOGG EXECUTIVE PROGRAM
BRAYDEN KING & LEIGH THOMPSON
OCTOBER | 2020

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Academic Directors



Brayden King

- Activities:
 - Basic + applied research
 - Executive, MBA, PhD teaching
- Research areas: organizational change, corporate social responsibility, reputation management



Leigh Thompson

- Activities:
 - Basic + applied research
 - Executive, MBA, PhD & on-line teaching
- Research areas: knowledge transfer, teams, creativity, negotiations

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Meet the Faculty



Jeanne Brett
 (Cross-Functional Teams)



Brayden King
 (Corporate social responsibility; organizational change)



Leigh Thompson
 (Virtual Teams & Creative Collaboration)



Tanya Menon
 (Power and Influence, Social Networks, Communication)

Course Syllabus

DYNEC (Thompson)	NewPort Doll (Brett)	Donna Dubinsky (King)	Kissinger (Menon)	Slogans (Thompson & King)
<i>Collaboration in Virtual teams</i>	<i>Multi-functional, Multi-incentive teams</i>	<i>Building Healthy Coalitions</i>	<i>Networks as Bridges & Barriers to Collaboration</i>	<i>Chronic Challenges of Collaboration</i>

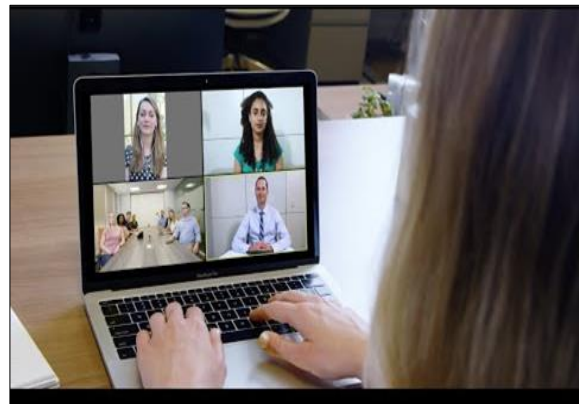
Coordination, Cooperation & Collaboration

- **Coordination:** systems that enable alignment
- **Cooperation:** incentives and motivation to act in interest of others
- **Collaboration:** behaviors and organizations developed among interdependent parties working towards shared goals



Collaboration as a Core Leadership Competency

- Key communication and leadership tool
- Involves multiple levels of interaction:
 - Individual
 - Team
 - Intra-organizational
 - Inter-organizational
- It is possible to dramatically improve your collaboration skills

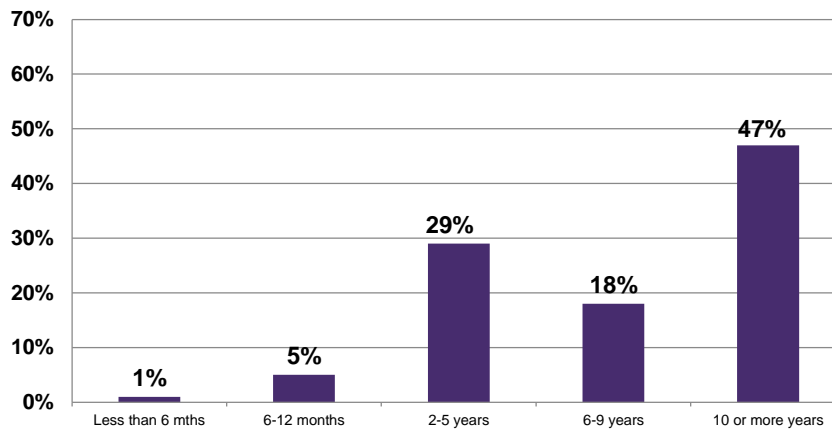


Getting to Know you...

- Before you come...
 - Pre-course web survey
 - Bench-marking across cohorts & time
 - Welcome kit
- During the program...
 - Interactive simulations
 - Small break-out groups
 - Virtual lunch
 - Staff office hours
- After the program...
 - Personal action plan

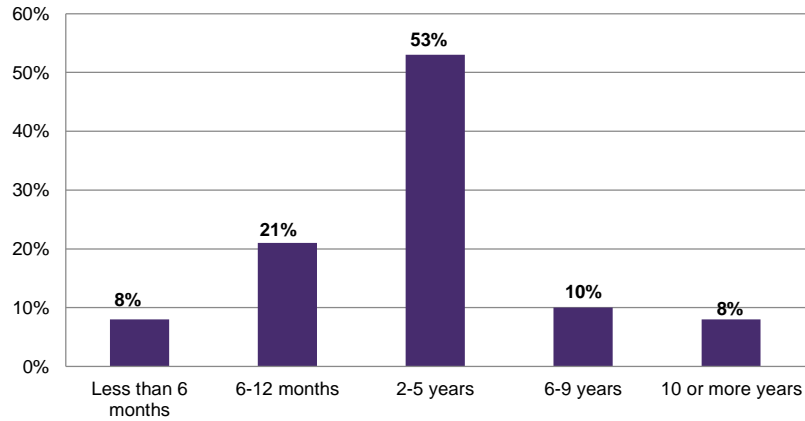


How many years have you been in your current organization...



LEADERSHIP | TEAMWORK
NEGOTIATION

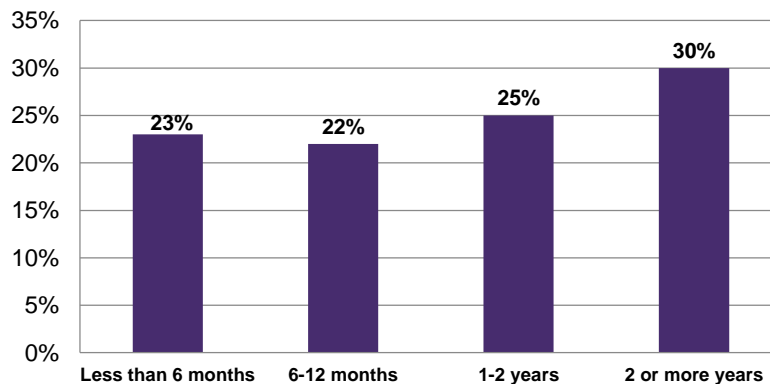
How many years have you been in your current position...



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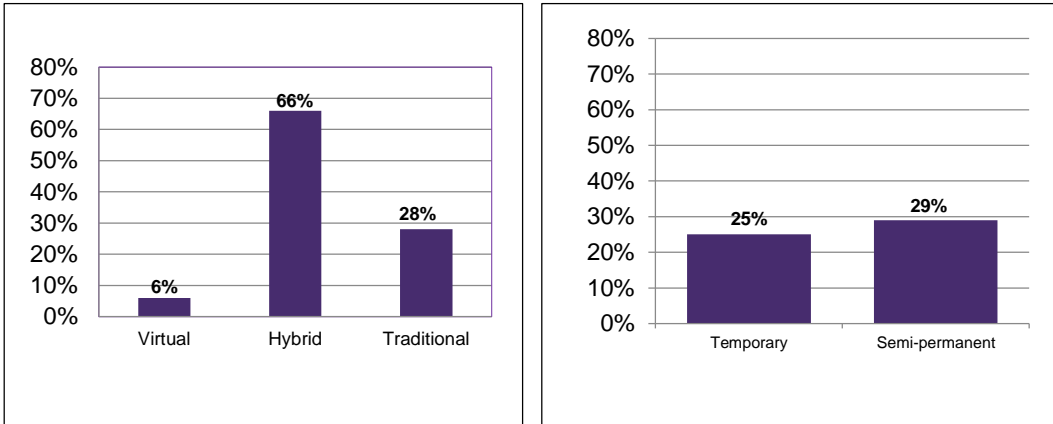
LEADERSHIP | TEAMWORK
NEGOTIATION | CREATIVITY

My team has been collaborating...

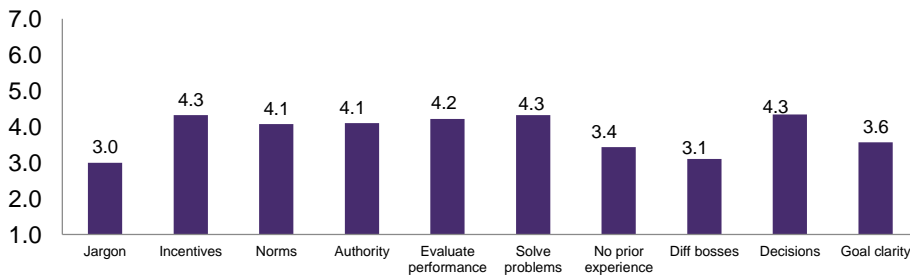


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In the eyes of the organization, my team is...



Collaboration Barriers



Jargon: different jargon of the units involved
Incentives: different incentives of the people from the units involved
Norms: different norms and values
Authority: different emphasis on formal authority
Evaluate performance: different ways of evaluating performance
Solve problems: different methods for solving problems
No prior experience: no one involved had prior experience with the other unit's activities and work processes
Diff Bosses: no one involved had prior experience with being accountable to different bosses
Decisions: Lack of clarity as to who is to make what decisions
Goal clarity: lack of clarity as to what the collaboration is to accomplish

Opportunities to Connect and Resources

- Learn about fellow participants and faculty in a Participant Profile Book.
- Network with peers during a virtual lunch.
- Opportunity to ask questions and connect with Kellogg Team members during Team Office Hour.
- Explore resources on a robust course site.