Welcome!
Constructive Collaboration Information Session

KELLOGG EXECUTIVE PROGRAM
BRAYDEN KING & LEIGH THOMPSON
OCTOBER | 2020

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
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

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<tr>
<th>DYNEC (Thompson)</th>
<th>NewPort Doll (Brett)</th>
<th>Donna Dubinsky (King)</th>
<th>Kissing (Menon)</th>
<th>Slogans (Thompson &amp; King)</th>
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<td><strong>Collaboration in Virtual teams</strong></td>
<td><strong>Multi-functional, Multi-incentive teams</strong></td>
<td><strong>Building Healthy Coalitions</strong></td>
<td><strong>Networks as Bridges &amp; Barriers to Collaboration</strong></td>
<td><strong>Chronic Challenges of Collaboration</strong></td>
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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…

- Less than 6 months: 1%
- 6-12 months: 5%
- 2-5 years: 29%
- 6-9 years: 18%
- 10 or more years: 47%
How many years have you been in your current position...

- Less than 6 months: 8%
- 6-12 months: 21%
- 2-5 years: 53%
- 6-9 years: 10%
- 10 or more years: 8%

My team has been collaborating...

- Less than 6 months: 23%
- 6-12 months: 22%
- 1-2 years: 25%
- 2 or more years: 30%
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.