



Human Resources and Allied Professionals Program



Working Collaboratively and Strategically

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Working Collaboratively

- Introduction
 - Goal HRAP – Interactive*
 - *Model Collaboration
 - Follow up on Monday Scenario



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Working Collaboratively

- Why Reluctance To Collaborate?
 - Loss of power or influence
 - Politic thing to do
 - Time commitment is a deterrent
- * Collaborating by circumstance



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Working Collaboratively

- Why Collaborate?
 - Creates a dynamic environment
 - Three I's:
 - Involves people
 - Implement change
 - Impacts them
 - Greater commitment to the outcome
- * Collaborating by choice



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Working Collaboratively

- The Major Barrier
 - Fear of:
 - Rules
 - Conflict
 - Weakness
 - ?
 - Not valued



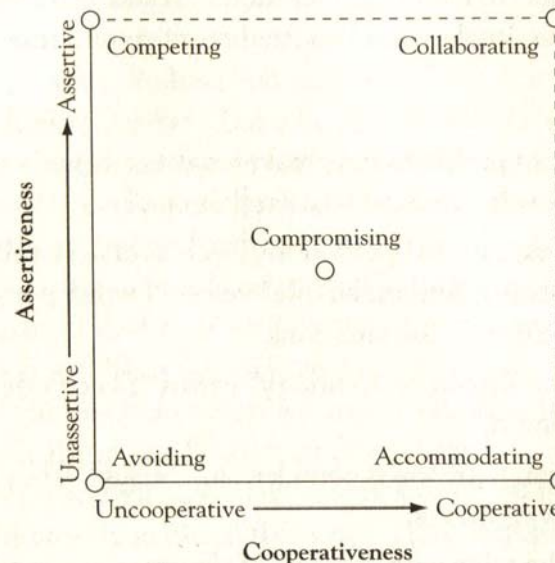
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Five Conflict-Handling Modes

The Thomas-Kilmann Conflict Mode Instrument is designed to assess an individual's behavior in conflict situations. Conflict situations are those in which the concerns of two people appear to be incompatible. In such situations, a person's behavior can be described along two basic dimensions: (1) *assertiveness*, the extent to which the individual attempts to satisfy his or her own concerns; and (2) *cooperativeness*, the extent to which the individual attempts to satisfy the other person's concerns. These two dimensions of behavior can be used to define the five specific methods of dealing with conflicts.



Source: Adapted from Thomas, 1990. Used by permission.



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- The Major Barrier
- Common Ground
 - Self-interests overlap (may increase conflict)
- Higher Ground
 - Beyond mutual self-interest or compromise
 - Principled reasoning and even new interests



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- A Closer Look at Higher Ground
 - Beyond what was previously imagined
 - Shared values of inquiry:
 - Nonjudgmental inquiry
 - Critical inquiry
 - Mutual inquiry
- * Collaborating strategically



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- What sabotages groups and outcomes?
 - Unspoken rules within the group or organization
 - Scenario 1 “A Highly Placed Call”



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- What sabotages groups and outcomes?
 - Spoken rules that fail the group
 - No ownership, no meaning
 - Often problem is stressed rather than stressing positive organizational outcome
 - Scenario 2 “How Can I Help?”



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- What was done differently?
 - Reaching Higher Ground
 - “an environment in which principled behavior is demanded and, when agreed to by all, expected.”
 - Scenario 3 “THRIVE”



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• LEVELS OF CONSENSUS

• CONSENSUS DOES NOT MEAN UNANIMITY

• CONSENSUS MEANS EACH MEMBER OF THE GROUP IS WILLING TO SUPPORT THE GROUP DECISION AT SOME LEVEL.

• CONSENSUS IS ACHIEVED IF ALL PARTICIPANTS INDICATE THAT THEY ARE AT LEVELS 1-4 (not a level 5 or 6). THESE LEVELS OF CONSENSUS ARE:

• I can say an unqualified yes to the decision. I am satisfied that the decision is an expression of the wisdom of the group.

• I find the decision perfectly acceptable. It is the best of the real options that we have available to us.

• I can live with the decision; I am not especially enthusiastic about it.

• I do not fully agree with the decision and need to register my view about it. However, I do not choose to block the decision and will stand aside. I am willing to support the decision because I trust the wisdom of the group.

• I do not agree with the decision and feel the need to block the decision being accepted as consensus.

• I feel that we have no clear sense of unity in the group. We need to do more work before consensus can be reached.



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- References

Collins, J. "Good to Great and the Social Sectors", 2005

Dukes, E., Piscoch, M., Stephens, J., "Reaching for Higher Ground", Josey Bass, 2000