



## **FACILITATING COLLABORATIVE LEADERSHIP**

Enabling Performance in Groups, Teams and Partnerships

### **Program Overview**

Collaboration is the new buzzword these days. After all, companies and organizations of all kinds rely on teams collaborating together internally, as well as groups working across organizations on a daily basis to make business a reality. Indeed *Collaborative Leadership* is the capability that all organizations must master in order for collaborative advantage to take hold and corporate resilience to be developed. But all too often collaboration is condensed down to the individual level and rarely understood also from the small-group perspective where real collaboration takes hold. Indeed, collaboration only occurs at the group level and never from the efforts of one individual. The reality is that collaboration only really happens when groups come-together to work on a shared projects, tasks and goals.

This three day learning intensive introduces participants to the facilitative methods and techniques used to help groups and teams to arrive at a state of continued constructive collaboration. The work is based on small group theory and its application to the organizational context, with real world application.

#### **WHAT PARTICIPANTS LEARN:**

- Understanding the process and pathway that groups undergo to arrive at collaboration and partnership.
- Understanding the difference between cooperation and collaboration, in the real world.
- Learning the methodology for understanding what is curtailing group performance and operability.
- Developing the facilitative repertoire, techniques and methods for getting teams unstuck.
- Producing collaborative conflict that allows for group operability.
- Using various meeting structures based on the goals of each meeting.
- Creating the conditions for collaborative success.
- Engaging in a learning community to further explore and develop facilitative leadership capabilities.

#### **WHO WOULD BENEFIT:**

- Mid and upper level senior executives who are responsible for teams or groups that must collaborate.
- Mid and upper level senior executives responsible for creating and/or implementing strategic business relationships.
- Mid and upper level executives who are tasked with driving business development, managing alliances and joint ventures and support integration efforts post acquisition or managing channel partners.
- Managers who serve as cross-functional integrators of team projects and deliverables.
- Leaders interested in producing better collaboration to reach organizational goals through business partners, clients and internal teams.
- HR leaders and managers who help to facilitate team meetings and collaboration workshops within a firm.
- Professionals in the legal, accounting and management consulting fields that help facilitate teams to produce through their collaboration.



## **STRATEGIC ALLIANCES & PARTNERSHIPS**

Building Collaborative Advantage for Growth

### **Program Overview**

In today's modern and complex international and domestic marketplace, there is no business that succeeds without learning to build and sustain strategic business relationships. From for-profit companies to public entities, and not-for-profits, all sorts of organizations are partnering to build strategic advantage and bring greater capabilities to market. Strategic Alliances and Partnerships are agreements between entities to do just that. In alliances, firms commit resources to achieve complementary and/or supplementary objectives. They are a tool used by executives to arrive at particular strategic goals where companies develop the collaborative leadership capabilities to build *collaborative advantage*; a competency to build successful alliances with: customers, suppliers, competitors, universities, divisions of government, non-for-profits and NGO's. Through Strategic Alliances & Partnerships, companies improve competitive positioning, enable shared value, gain entry to new markets, supplement critical skills, access new capabilities and share the risk or cost of major developments with other firms.

In 1980, only 2% of corporate value was tied into some kind of collaborative venture. Today studies show that as much as 25% of corporate revenues and value are tied to alliances. This amounts to trillions of dollars built around business collaboration. From the smallest firms to the largest of enterprise companies, everyone is waking up to the fact that the world has become a complex web of interdependent actors—some are competing, while others are learning to collaborate in new and innovative ways to create exponential value.

Still, while oftentimes they can be more successful than outright acquisitions and at times are a prelude to merging, Strategic Alliances and Partnerships are difficult to conceive, develop and sustain over time. Studies consistently show that they fail 50% of the time mainly due to issue of culture, un-clear expectations, loss of accountability and poor alliance management.

This three-day learning program is meant to help companies and organizations become better prepared and more informed on how to actually develop Strategic Alliances and Partnerships and then maintain them. The course takes participants through the theoretical aspects of alliances-strategy using case methods and also includes experiential learning components where executive can begin to apply learning directly in their own strategic alliance development activities. The program incorporates a Collaborative Partnership Methodology that provides road-tested methods for facilitating group collaboration so that alliances teams can come together to build the kind of partnership that leads to strategic alliances success. The program is an intensive learning experience that weaves small-group leadership

facilitation into an alliances development process that greatly increases your chances of successfully deploying an alliances strategy.

#### **WHAT PARTICIPANTS LEARN:**

- Determine where strategic alliances fit into the corporate development strategy (build, buy or partner).
- Reviewing current business relationships to determine if they are “partnerships” and strategic to your growth (shifting from being a vendor to becoming a partner).
- Learning when to use an Alliance Development Process and/or a Business Sales Process.
- The key activities in preparing to partner, selecting key partners and making the initial approach to partner.
- Understanding a road-map for Alliances Development that helps you know what to do when and where in order to build a self-sustaining and self-generating business partnership.
- Creating meetings where partnerships innovation and collaboration can take place.
- Building a “culture of collaboration” in the partnership.
- Developing the Governance/Collaboration structure that supports alliance goals and challenges.
- Negotiating the key-elements of the alliance and contractual terms that should be considered in term-sheets and in final contract negotiations.
- Understanding the collaborative leadership process that teams go through as they develop the alliance and how to facilitate effective collaboration throughout the process.
- Methods and tactics for facilitating collaborative leadership – the key capability that leads to alliances and partnership success.
- Building alliances networks and alliance portfolio management.

#### **WHO WOULD BENEFIT:**

- Executives involved in strategic cross-organizational collaborations responsible for their development and success.
- Mid and upper level managers responsible for creating and/or implementing strategic business relationships, including general managers, strategic planning managers, and marketing managers, and individuals in the corporate development function.
- Mid and upper level managers responsible for business development at a strategic level, (i.e. key account managers, or supply chain executives.)
- Professionals in the legal, accounting and management consulting fields providing services to companies developing strategic alliances.