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WHITE PAPER

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3: Qualities of Collaborative Leaders ***How Collaborative Leaders Function in 4 Dimensions***

Version 1.2

Purpose

Collaborative Leadership is not the universal answer to every problem. There are times when either *adversarial* or *transactional/hierarchical* approaches are far more appropriate.

This paper addresses *what* collaborative leadership embraces, *when* it is effective, *why* it is so important to master, and *how* the collaborative leader perceives and thinks about when assessing a situation.

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The Four Dimensional Alignments



Five Basic Forms of Leadership 21

Author’s Note:

I began my leadership quest first as a Boy Scout and 4-H Club member, then took my first formal training in leadership as a Reserve Officer Training Corps candidate beginning as a freshman in college in 1965. I also received leadership training every summer as a midshipman in the Navy, including Marine boot camp.

During my career I served as a leader in combat operations in Vietnam, studied leadership at Harvard, served on the Board of Directors of nearly 30 profit and not-for-profit organizations, started 7 companies, and lead training programs in leadership for nearly 50,000 executives.

I have read hundreds of books about leadership and on leaders themselves, and encountered innumerable good, bad, and misguided leaders.

It has taken fifty years of experience to begin to recognize we’ve missed the mark in our thinking about leadership – something that is so obvious but has heretofore been overlooked. Now it’s time for a fresh look.

Qualities of Collaborative Leaders

Why Leadership is So Important

Leadership is the Most Critical Factor in Producing Results

Of all the factors that influence outcomes, leadership stands at the pinnacle; no other factor provides the leverage and nexus to have such an impact and make a difference in success or failure, or cooperation or conflict.

Today's world is changing at a bewildering pace. In no other period in the history of human events (with the exception of wartime) have we encountered so much change so fast, with so much inter-connectivity.

If you are happy with the outcomes the world is producing today, then stop reading any further; but if you believe we could (and should) be producing better results in both business and government today, then read on.....

Leadership is extremely important and vital today: times of change can become chaotic and regressive when poor leadership prevails, and, alternatively, enlightening and progressive in the presence of inspiring leaders.

The Collaborative Leader seeks to:

- unite not divide
- inspire not open fire
- elevate not denigrate
- embrace not disgrace
- enlighten not frighten
- enthuse not confuse
- engage not enrage
- align not malign
- integrate not segregate
- lift not rift
- to use differences as engines of innovation

What Type of Leadership is Required?

Collaborative Leadership is Essential

In today's inter-connected world, fully 85% of all employees are working in teams, cross-boundary relationships, or strategic alliances.

- Thus, for organizations seeking competitive advantage, *Collaborative Leadership is an essential configuration.*
- For the most part, other forms of leadership, when applied to complexity, change, engagement, and connectedness, are misguided, dysfunctional, or obsolete.
 - *Adversarial, Transactional, and Hierarchical Leadership approaches are simply outmoded or not effective in much of today's world, because these neither take advantage of the power of teamwork to produce quality results and nor engage collaborative innovation necessary for rapid adaptation.*

For all-too-many leaders, the constructs of leadership are *ill-defined, ambiguous, and muddled.*

The Four Dimensional Alignments



Great Collaborative Leaders

Myths & Misconceptions

At the outset, let's dispel a number of misconceptions:

1. Not Universal Solution: Collaborative Leadership is not the universal answer to every leadership situation. There are times (which will be discussed below) when other forms of leadership might be more appropriate.
2. Situation-Driven: Collaborative Leadership is preferred choice when situations are conducive, such as the need for teamwork and trust, conditions of rapid change or ambiguity/uncertainty, and when neighborly relations are valuable. It works when teams are engaged and reasonably well educated; it may not work well with people who don't care, aren't committed, or have poor character.
3. Trusted Relationships: Collaborative Leadership is not primarily about being "nice" to people (although honor and respect is essential); often collaborative teams will wrestle with ideas, argue over alternatives, and feel tensions between people. The difference is that the Collaborative Leader will be aiming toward "learning and innovation," using differentials in thinking as a spur to innovation, and turning breakdowns into breakthroughs. Collaborative Leaders are deeply focused on having *trusted* relationships, not *superficially smooth* relationships.
4. Results-Driven: An effective the Collaborative Leader should be just as driven to produce quality results – on time and on budget – as any other competitive approach. Creating competitive advantage must remain top of mind – mediocrity must not be the hallmark of a collaborative culture.

Four Dimensional Thinking and Acting

As addressed in **Part 1. Leadership as a System**, and **Part 2. Case for Collaborative Leadership**, the Collaborative Leader is, first and foremost, not mono-dimensional. Instead, thinking and perceptions and actions are intertwined in a four-dimensional "matrix" that is assessing, integrating, and aligning four critical "dimensions" (see Figure 1):

- Strategic Conditions, Direction, & Value
- Cultural Relationships, Trust, & Teamwork
- Operational Execution, Coordination, & Results
- Dynamic Adaptation, Changes, & Innovation

This 4-D framework is an effective way of understanding the best practices and qualities of the Collaborative Leader; it moves away from regarding leadership from the point of view of a particular author's favorite "model," but instead from a much more integrated, systematic perspective.



Figure 1: Four Dimensional Alignments

Qualities of Collaborative Leaders

Strategic Conditions, Direction, & Value

Great leaders are always clear on purpose, direction, mission, the vision they have for the organization as a whole, and the value they intend to create.

Leaders who do not have a clear sense of purpose and vision will aim without direction, shot-gunning for opportunities, looking for deals that make noise, but no music.

The aim of strategy is to transform vision and strategic assets into value that creates a sustainable competitive advantage – fast, with the most efficient use of resources.

Collaborative leaders are distinguished from the *adversarial* and *transactional* counterparts at the strategic level in very specific ways:

- Situation Analysis: A Collaborative Leader will be monitoring the situation carefully. If emergency action is necessary, the Collaborative Leader may shift quickly to a fast acting, authoritative style to respond without consulting others. If the situation is complex and enables planning, the collaborative approach may be appropriate. If the situation is simple and repeatable, the collaborative leader will delegate and support in a servant leader style.
- Value Chain: The Collaborative Leader sees the entire *value chain* as a set of potential partners to flow value, create innovation, and generate competitive advantage. Suppliers, customers, and alliance partners are integral to their strategy. Adversarial leaders are constantly trying to squeeze their vendor and milk as much as they can out of their customers. Transactional leaders are focused on the *art of the deal*, making every encounter an opportunity to gain advantage, trade, and acquire potential partners and competitors.
- Strategic Assets: Adversarial leaders often focus on manipulating assets, renegeing on deals, holding legal threats, and killing the opposition. Typically adversarial leaders will see people as liabilities on their balance sheet – cut them, squeeze them, or replace them with low cost labor in developing countries. Transactional leaders will see people as “replaceable parts,” making little investment, and bidding for the lowest price, outsourcing them where ever possible. On the other hand, the collaborative leader sees the entire value chain as an asset, moving pieces around like a chess player, taking advantage of every skillset in every corner of the chess board. People, to the collaborative leaders, are innovation engines – the brain’s creativity is amplified with intelligent people; high performance teams are assets that create a massive competitive advantage.

Leadership must not be seen from a simplistic perspective of stories, aphorisms, tools, imagery, or processes; leadership embodies the understanding and integration of two fundamental aspects:

- *People – what they need, want, and value;*
- *Organizations – how things get done sustainably.*



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- Speed: The Adversarial leader may work speedily, but usually for their own advantage, which can cause massive reaction by other people and organizations that have become adversaries. Because the “ends justifies the means,” the Adversarial Leader may act unethically (or on the edges of illegality) to achieve their gains. The Transactional Leader will aim at doing many deals as fast as possible to create advantage. The Collaborative Leader will seek to flow value fast, react fast, and be proactive about gaining future advantage, linking value providers in a network of value creation and flow.
- Competitiveness: The Adversarial Leader sees the competitive landscape as a battleground, focusing on destroying the competition. The Transactional Leader is looking to create some advantage, usually round cost or adding more features and benefits or out-maneuvering the competition or creating advantages of scale and size. Both the Adversarial and Transactional Leader will prefer to control the competitive landscape through acquisitions and hardnosed bargaining, whereas the Collaborative Leader will use a wider range of options more selectively, including alliances and joint development agreements, because their interest is often more focused on “obsoleting” the competition, making them irrelevant (less aimed at trying to beat the competition head on), finding new opportunities for value creation, and even doing alliances with honorable competitors to serve customers better.
- Power: The Adversarial Leader will typically wield power in a negative way, using threat, fear, aggression, law suits, and money to achieve their goals. The Transactional Leaders wields power through position, hierarchical authority, deal-making, hard-nosed negotiations, and closely-held information to exercise their realm of control. The Collaborative Leader will exercise power more positively by delegating, empowering people, rapid creation and flow of value through the value chain, sharing the wealth generated through cooperative effort, and align interests of value contributors for rapid adaptation to change.

Great Leaders are Healers & Diagnosticians

Think of a great doctor as an analogy for a great leader:

- First the doctor thinks of the end-result: a person who is healed – all systems are functioning well.
- Second, the doctor is a diagnostician, examining the cause and effect relationship of what is working and what’s broken, and why it’s broken.
- Third, a good physician/healer is looking at how the four dimensions of *body, mind, spirit* and *environment* are impacting and interacting on the patient’s health.
- As a diagnostician, questions are central to understanding how things are functioning and how to create innovative solutions.

Similarly, the great leader is monitoring the 4 Dimensions of Alignment to understand how well the organization and its people are functioning together. More often than not, problems in an organization will manifest on the Operational Alignment dimension (symptom) – people aren’t working together or are producing mediocre results. While these problems may manifest on the operational side, their actual cause may be strategic, cultural, or dynamic realignment (cause). An effective leader will be thinking in four dimensions to understand where the fix and the future may lie.

Qualities of Collaborative Leaders

Culture, Relationships, Trust, & Teamwork

All leaders have a major impact on developing culture in an organization by the way they emphasize values, symbols, rewards, punishments, norms, and priorities. Culture has a massive impact on how people frame their world – their perceptions, their beliefs, their responses, and their willingness to work together or for themselves.

- Trust: Adversarial leaders evoke fear and rule by authority. People are constantly on edge and are rewarded for individual performance, not teamwork. Distrust is rampant. Aggressive stances are the norm, underhanded action is normal, functional specialists hoard information and seek protection behind their silos (castle walls). Legal behavior, protection, and territoriality is normal. This will lead to higher rates of employee turnover, lower rates of innovation, and far more non-value added work, clogging the efficiency of the organization, and lowering the productivity levels, forcing more outsourcing of high-labor activities to third world countries. The Transactional leader is never comfortable trusting anyone, seeking sanctuary in use of law, positional hierarchy, exploitation of weakness, and threat of termination to exercise power and control. The Collaborative leader gauges their future success on their ability to build trust, commitment, mutual respect, and alignment to a worthy or noble cause; looking out for each other's mutual interest is essential.
- Teamwork: The Adversarial leader is constantly playing psychological war-games with people's minds, demeaning those who don't conform, and sees the world from a dog-eat-dog, survival-of-the-fittest perspective; teamwork is a matter of putting the highest performers into a competition with each other, seeing who rises to the top as the "alpha fe/male." The Transactional leader believes in teams, but with hierarchical control structures, rigid roles and responsibilities, and conformity to act within boundaries. The Collaborative leader makes teamwork and trust their central organizing principles; teams are essential to productivity and innovation; cross-boundary integration is fundamental; roles and responsibilities have more overlap and flexibility to enable adaptation to situational variability and uncertainty.
- Organizational Structure: For the Adversarial leader, power and control must be consolidated at the top, where only a small cadre of the "inner circle" controls strategy, enforces conformance, rigidly monitors performance, manipulates perceptions, blames outsiders as enemies, and withholds information, which is power. The Transactional leader isolates their organization from risky ventures, carefully analyzes and emphasizes the numbers, pushes high performance by holding people individually accountable, and keeps tight control on the effectiveness of divisions within the organization with rules, regulations and standard operating procedures/processes. The Collaborative leader may use some of the transactional management tools, but will place stronger emphasis coordination of business units, cooperation with suppliers, rapid response to "weak" signals in the competitive environment, and high levels of exchange of information and ideas across operational boundaries.
- Labour Relations: Adversarial leaders are always "in your face" with labour, seeing people as a "liability on the balance sheet." Fewer people and/or lower wages are the way to keep costs and risks down; outsourcing labour keeps "return on assets" (thus stock price) higher. Transactional leaders believe money motivates people, and will bargain off productivity for

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higher wages, squeezing employees to gain the best wage concessions. The Collaborative leaders believe that people work for more than wages, but also for camaraderie, good causes, and personal recognition; thus the human resource department plays an important role in selection of people based on character; training of people is essential to maintain culture and provide better impact on productivity and innovation.

Collaborative Leadership Self-Test

This is a very simple test to determine if you are a “natural” collaborative leader.

Count the times you answer “Yes” (either “definitely” or “mostly”)

1. Do I like to inspire people?
2. Do I get a sense of achievement when people solve a problem or produce a quality result together?
3. Do I have an idea that is too big to do alone and want others to engage?
4. Do I see greater possibilities or a broader vision or seek new/better ways of doing things than what we are doing now?
5. Do I get a real charge when I see a team break barriers together?
6. Do I avoid the blame-game when things go wrong, instead looking to learn from mistakes?
7. Do I generally believe that people can solve problems better together than alone?
8. Do I regularly share resources (tools, money, time, ideas, etc.) with others?
9. Do I normally listen and ask questions before telling others what to do?
10. Do I believe that, most of the time, involving others in decisions is wise to do?
11. Do I believe it is better to be trusted than to either be loved or feared?
12. Do I believe it is very important to care about the people on my team?
13. Do I regularly seek wise counsel from those more experienced and insightful than me?
14. Do I willingly apologize if I have done something wrong?
15. Do I make special effort to be true to my word?

- Yes: If you answered “Yes” to 8 or more of the questions, you are a good candidate for one of our programs.
- Maybe: If you answered “maybe” or weren’t sure for 5 or more of the questions, you are “on the edge” and would be wise to learn, practice, and hone both your thinking and skill sets.
- No: If you answered “No” for 4 or more of the questions, unless you are seeking a personal transformation, collaborative leadership will be difficult (but not impossible if you are motivated and see the value).

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Are there different forms of Collaborative Leadership?

Yes, and because the field of Collaborative Leadership has grown up from many sources, there are a variety of “home grown” fields of thinking, often based on the personal experiences of the author of a book. Some of the varieties include:

- Servant leadership,
- Facilitative leadership,
- Synergistic leadership,
- Participative leadership,
- Transformational leadership,
- Ethical leadership,
- Spiritual leadership,
- Visionary leadership,



4-Dimensional Collaborative Leadership Model ©

At the Collaborative Leadership Institute we help leaders understand the distinctions and appropriately use the mindsets and skillsets of these different varieties.

To assist leaders understand the best way to integrate the different leadership approaches, we created the Four-Dimensional Leadership Framework --

Trust determines the course of history, the destiny of nations, and the fate of people
– Paul Lawrence, Harvard Business School

Without trust, people lose their spirit and will to live -- Confucius

Beyond Win-Win & Servant Leadership

Many people have a somewhat limited view of what a Collaborative Leader is actually doing.

The core functions of the Collaborative Leader are more than a coach, more than a friend, more than a servant leader, more than a win-win negotiator. Having served as a leader in many situations, from business, startup companies, sports teams, officer in wartime, government, and having studied leadership – the good, the bad, the misguided, and the ugly – and taught leadership, I might offer a few observations about what makes a great leader, without implying that I am of the label.

The Deal-Maker Myth

The great leadership game is not about deal-making – that’s the realm of the transactional leader. The collaborative leader takes a very different approach – designing highly integrated systems and structures that function with grace and efficiency.

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Ability to Delegate

Complex systems require the engagement of many people with many skills to create a whole working entity.

The Power of Leadership

Organizational results are produced by people interacting; and people's behavior is largely determined by Leaders and the culture they create. While personality plays an important role in every individual's nature, on the whole, an organization's culture has 2-3 times the impact compared to personality. It's the culture that determines how people interact with the world around them, including their perceptions, their beliefs, their preferences, their values, their reward systems, their behavioral norms, and their expectations of themselves and others.

When an organization, community, team, or company is performing well, look first to the leadership, particularly if the performance is consistently exceptional over the long haul. When a group fails, the first place to look is to the leadership, for it is far more likely this is where the difficulty lies.

Synergy is sought after by so many and achieved by so few. The primary reason it is so elusive is because it will not manifest where distrust is present. Further, synergy only arises when each of the four dimensions align; it will be otherwise be elusive or transient.

Strategic Drivers – the Situation & Conditions

Trust as a Condition – If you cannot trust the team, -- in other words, they are untrustworthy (senior leadership team, the middle management teams, or external alliances, collaborative leadership may backfire – trust is a critical condition

Time is critical – you don't use collaborative leadership in a reactive situation, but you do in a proactive situation

Uncertainty makes collaborative leadership even more important, especially in both reading the situation as it evolves and knowing how your team/alliance will respond.

Complexity is key factor

See factors that make great teams (HBR and RPL)

Risk Modeling

Power of Precision

Because a leader is collaborative does not mean they are not strong; striving for strategic and operational excellence is essential. One of the most powerful tools the Collaborative Leader will use is the power of metrics – key standards that indicate that a team is on top of their game.

Key strategic metrics will show such factors as the level of meeting customer needs, the relative competitive advantage, and the flow of innovation through value chains. At the operational level,

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all team/alliance members will be intimately familiar with day-to-day metrics of performance, profitability, and productivity.

Four Dimensional Risk

Value Maximization

Women – and the balance of culture versus strategic & operational excellence

Great Teamwork

Across North America, more than 4 out of 5 employees are team members. As our communities become more complex, the need for teamwork increases. Extensive applied research has proven that great teams do several things well:

- ✓ Make a powerful commitment to a common purpose with sense of meaning,
- ✓ Use their different views, cross-functionality, and capabilities synergistically,
- ✓ Learn quickly from breakdowns, finding opportunity inside difficulty,
- ✓ Trust deeply in each other, enabling them to resolve conflicts quickly,
- ✓ Inspire and challenge each other to greater heights, bring out people's best,
- ✓ Produce great results with limited resources in short time-frames,
- ✓ Continually improve, innovate, and even transform, and
- ✓ Develop a camaraderie and belonging to something greater than themselves.

Our work across Canada and the U.S. has validated that by using proven best practices, teams can continually produce extraordinary results.

Uniting Great Ideas with Effective Execution

Teddy Roosevelt said:

“Be practical as well as generous in your ideals. Keep your eyes on the stars and your feet on the ground.”

This is the central theme of the Naples Institute – linking the best thought leaders in the world in the field of collaboration together with the great executives have demonstrated the ability in the field to get results.

Integrated Simplicity on the Far Side of Complexity

Many approaches to Leadership (as well as organization, human development, teamwork, negotiations, social systems, etc) have either been too *simplistic* to be accurate, or so *complex* that no one can manage, or so *poorly integrated* that one framework does not integrate with another. In other cases, advocates for incompatible approaches (such as *adversarial* or *transactional* leadership) give misguided directions that aren't often easily discernible from more effective *collaborative* strategies. And to further confound things, many of the writers about

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collaboration address the issue from so “soft” a perspective, that there is no way to link advice to concrete metrics, like *profitability* or *competitive advantage*, or to any scientific evidence. And still others provide a *pastiche* of advice and anecdotes, with no *system design architecture* that provides a complete, holistic view that connects one part to another.

The Naples institute is dedicated to integrated simplicity on the far side of complexity that only comes from years of experience in the field, research and analysis, success and failure, along with writing and training.

Impact of Collaborative Cultures

Whether it be the broad sweep of civilizations, or the competitive advantage of companies, or the effectiveness of institutions, or the value delivered by governments, or the productivity derived from teams, high performance is continually attributed to collaborative culture, where high performance results are the direct outcome from people working together. Our Core Architectures specifically addresses the issues of collaborative culture and high performance results. Our teams throughout Canada and the United States have developed and used collaborative methods that consistently produce world-class results.

Collaborative Entrepreneurship

Many new business leaders choose to take the path of entrepreneurship into the business world. 90% of all businesses in the US are small or medium sized enterprises. But most never get exposed to the nature of collaborative entrepreneurship, which focuses on high performance teams, strategic alliances, and value flow with suppliers and customers.

Small business start-ups suffer a horrendous attrition rate because of the complexities and uncertainties of launching a new business. Understanding the nature of collaboration, teamwork, innovation, and trust-building can have a dramatic impact on reducing the risks inherent in new business formation and expansion.

One of the roots of the Naples Institute spawns from its founding as the Charter Partners Institute (soon to become a branch of this organization), whose sole purpose has been to foster successful entrepreneurship in high school students.

Jack Welch said it well when describing the leaders he sought:

“I want people with passion -- an inner hunger, who want to win and make it happen, who get results. They must have good values and can bring a strong team together. It’s about energizing people, the ability to excite people to create energy, and caring about people, which is essential to winning. We need to reward those who find ideas, not just those who create ideas.”

This describes the “Trusted Leader.”

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Collaborative Innovation

Joint problem solving in times of change is essential for successful sustainability. Problems today tend to be highly complex and often filled with uncertainty and unpredictability. All the great problems today will be solved on the foundation of Collaborative Innovation.

Key Factors for Success

The Key Factors for success (KFS) of collaborative innovation that can be replicated and used to produce powerful results for continuous improvement and adaptation, are:

1. Create a collaborative Innovation Culture
2. Make a Commitment to Innovation
3. Generate ideas for the fuel for the Innovation Engine
4. Turn breakdowns into breakthroughs (learn from mistakes)
5. Ensure Innovation aims at producing valuable results
6. Ensure Innovation is rewarded
7. Engage in Collaborative Inquiry
8. Embrace Differential Energy of diverse ideas
9. Drive breakthroughs by the numbers
10. Ensure a High Trust environment that enables people to co-create and share
11. Dismantle the blocks, traps, and resistance to change

Alignment of Metrics & Rewards

Once people are introduced to a new competency, it is essential that their work environment reinforce the new competency by modifying the organization's measures and rewards to align with the new competency.

For example, if a person learns a new trust model for relationship competencies, but their host organization still measures and rewards cut-throat tactics, the training may actually be counter-productive. Most organizations never pay attention to this factor.

Decisiveness

While the Collaborative Leader is always looking to build consensus and unity within their team, if conditions warrant or necessitate rapid and decisive action, there will not be procrastination. The Collaborative Leader is entrepreneurial enough to know when to seize the moment.

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The Critical Importance of Character:

One of the most important issues that affects the destiny of this nation is the decline in character and its impact. What people do — how they behave — according to much research is attributable to the “culture” that surrounds them. In fact, something on the order of 2/3 to 3/4 of all behavior is attributable to culture, the remainder to personality and experience. (If you don’t believe this or want to see how it happens, see: [How Collaborative Leaders use Culture as a Force Field](#))

This is why great sports coaches can take over a losing team and turn it around in a year — the Vince Lombardi effect, which is what John Wooden and Joe Paterno did, and now Coach K is doing today at Duke.

A person’s *character* (as too with an organization’s *culture*) is the “inner code” that guides perceptions, reactions, emotions, decision-making, and forms the framework of acceptable thinking and behavior.

What’s so important to leadership is:

*What culture is to organizations, character is to leaders;
and the character of the leader, good or bad,
is sure to bleed through into their organization.*

*Character is the Foundation of Leadership,
which breeds the culture that is the Foundation of
Organizational Excellence.*

*Thus the quality of a leader’s character
should never be overlooked in developing leaders.*

What Constitutes Character?

Character is a person’s distinctive CONFIGURATION of specific traits, qualities, and behaviors that embrace the realms of:

- Values & Moral Choices
- Beliefs & Attitudes
- Purpose & Direction
- Trustworthiness & Respect (caring),
- Habits & Commitments,
- Responses to Challenges
- Ability to Learn & Grow

This is what prompted Lou Gerstner, the turnaround CEO at IBM to say: “I came to see, at my time at IBM, that culture isn’t just one aspect of the game — it IS the game.”

We need to shed new light on three important questions of our time:

- 1) What exactly is this thing called “character?”
- 2) What is its real impact? and, most importantly,
- 3) What must we do to rebuild it in America?

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No matter how you look at leadership, to be trusted to lead, character is essential. This means a leader must have both the “mindsets” and “soulsets” that then manifest in beliefs, perceptions, and, most importantly – actions.

Here are some of the important character sets that stage for Collaborative Leadership

1. Fairness -- balance of Self Interest and Mutual Interest
2. Accountability -- taking responsibility versus blaming others
3. Morality -- knowing what is the "right thing"
4. Integrity -- doing the right thing regardless of who is benefiting
5. Respect -- caring for others when they are in need
6. Truthfulness -- telling the truth, even when it hurts one's interests
7. Honorableness -- caring for the reputation of both self and others
8. Ethics -- upholding the highest of values
9. Humbleness --reluctance to elevate oneself above others
10. Graciousness -- display of appreciation & gratitude toward others
11. Safety/Security -- ensuring those in your presence are safe and secure from economic or personal attack
12. Transparency -- openness and lack of hidden motives/agendas
13. Clarity of Mission – understanding purpose and big picture
14. Elevation of Thought -- the power of the mind to aim at high principles
15. Positivism -- seeing/experiencing the world from a non-cynical, non-adversarial perspective
16. Resiliency -- ability to bounce back from adversity
17. Courage -- being committed to something bigger and better than yourself
18. Brotherhood -- willingness to bring out the best in others as a whole/group
19. Collaboration -- desire to work together with others to benefit all
20. Poise -- not cracking under pressure
21. Service -- giving back to our community
22. Wisdom -- more than knowledge



Configuration Alignment Options

Character CONFIGURATION can be:

- Aligned & Balanced & Integrated
- Positive or Negative or Dark
- Unbalanced, one character trait overrides other traits
- Muddled & Confused& Disintegrated
- Misguided, or Evil & Bad
- Unconscious & Unchallenged
- Inconsistent
- Inward: Self Centered or Outward: Giving & Magnanimous
- Etc.



Summary & Conclusions

Finding Meaning & Purpose

Lastly, of all the factors that truly help create high-performance organizations, being able to make a difference stands at the pinnacle. People want their work to be meaningful, filled with learning, adventure, and fulfillment. Two things tend to contribute to this more than anything else:

1. Leadership's ability to articulate a vision, value proposition, and strategy that truly creates an organization that has world-class standards and honorable purpose
2. Leadership's dedication to building a culture of trust, respect, and collaborative innovation, thus creating high performance teams that continually improve the way the organization relates to its customers, suppliers, stakeholders, and environment.

Trust is the foundation of all cooperative enterprises

Trust is the glue that binds personal relationships and the grease that prevents frictional differences from becoming fractious.

Trust and integrity are the threads of the complex relational fabric. Integrity is more than just being honest or trustworthy; Integrity means being true to oneself, to one's deepest values; and the benefits are ultimately both a divine blessing and a liberating freedom.

In a fast moving world, trust and integrity thus spawn a massive competitive advantage, because together they enable the teams to make rapid decisions without the need for a legal contract every time someone tries to make a decision. What's more, trust and integrity enhance creativity, build teamwork, reduce unnecessary transactional costs, and make the relationship more fun, thereby building human energy.

Leading without Authority

Cross Functional Teams, Value Chains, and Strategic Alliances are somewhat challenging in that they are not traditional, top-down, monolithic, hierarchical organizations. They cannot be commanded and controlled in traditional ways, requiring a special type of leadership that can be difficult to master, unless you know how to create value and build trust. Despite the difficulties, teams and alliances are superbly suited to the creation of bold new futures, new synergies, and new value. However, because a large proportion of teams are cross functional and alliances are cross-organizational, the strong differences between the organizational cultures can often cause tendencies to clash, unless you know the special rules of collaborative engagement.

Leadership of the Future

Our most powerful societal structures -- corporations & government -- are overrun by stress and deeply-wired survival instinct. Leadership, more than any other factor, determines the fate -- its success or failure -- of any enterprise, large or small, beginning with how one leads oneself to how one leads others.

Qualities of Collaborative Leaders

Civilizations are only as strong as their underlying institutions.

Vibrant institutions advance great societies; mediocre ones fail to bear the stress of changing social and economic needs.

*Courage enlarges, cowardice diminishes resources.
In dangerous straits, the fears of the timid
aggravate the dangers that imperil the brave.*

--Bouvee (1820-1904)

Collaboration is not necessarily instinctive.

Too many fallacious belief systems have been introduced into our culture which confuse and befuddle leaders into a muddled system of thinking.



Appendix

Difference between Management & Leadership

For many the distinction between leadership and management is a foreign concept. It is worthwhile laying out the difference, for it is essential for any person shifting from the middle echelons of an organization into the senior ranks. The table below outlines some of the key elements.^a

Management is about Things & Efficiency	Leadership is about People & Creating Advantage
Managers aim at achieving day-to-day use of Resources efficiently	Leaders guide Strategy, Direction, Vision, and seek to create advantage
Managers are Institution Maintainers, focusing <i>rules & processes</i> , often marginalizing people	Leaders tend to be Pioneers & Innovators, focusing <i>vision & principles</i> , and frequently engaging people
Managers tend to be Analytic Risk Mitigators lessening/shedding risks & tough contracts	Leaders tend to be Holistic Risk Assessors (seeing trust & collaboration as the best way to reduce risk.
Managers follow-through to continue movement on the accepted trajectory	Leaders like to initiate new things, aiming at a pro-active trajectory
Managers tend to be more logical and analytical seeing things as "component parts"	Leaders tend to be more passionate, empathetic, and intuitive, seeing things as integrated systems
Managers are Problem Solvers and Organizers, staying within mandated boundaries, causing them to think <i>inside the box</i>	Leaders like to Create and Break New Ground, pushing the boundaries of possibility, caused them to think <i>outside the box</i> .
Management involves communications, planning, delegating, controlling, coordinating, problem solving, marketing, loyalty, choosing between alternatives, maintaining relationships, clarifying lines of responsibility	Leadership embraces all the accepted management principles, but goes beyond, challenging the status quo, creating new advantage, which entails spirit, courage, vision, drive, enthusiasm, imagination, inspiration, selling, and overcoming obstacles
Management requires trained people willing to do things the right way, to create organization processes enable function the way it is designed.	Leadership involves risk-taking: experimenting with new ideas, creating new opportunities, and driving imagination and teamwork to new limits.
Leadership, as defined by a Manager, is " <i>influencing people to achieve a common goal.</i> "	Leadership, as defined by a leader is " <i>burning, persistent, and focused desire to organize people to win a clear and worthy goal.</i> "
Managers provide the consistency and continuity to enable success to be replicated day after day.	Leaders pursue success with unrelenting persistence, like a hound dog methodically tracking its prey,

^a Author's Note: it is quite easy, but not appropriate, to use the table above to conclude that leadership is more important than management, thus demean the value of managers. Recall that the ultimate aim of strategy embraces the *most efficient use of resources* – something squarely within the purview of management functions.

Qualities of Collaborative Leaders

Most importantly, it's vital to understand that leadership is primarily about people. Management can be about people or things. For example, one can "manage" inventory, but not lead inventory; one can manage purchase orders, but not lead purchase orders, and so forth.

Why has Collaborative Leadership been so slow to be adopted? The answer is not simple

1. Leadership itself is a mish-mash of conflicting and unconnected stories, aphorisms, principles, insights, advice, and admonitions.
2. No one has ever looked at leadership as a "System" (See White Paper #1)
3. Collaborative Leadership is largely ill-defined, being a pastiche of points of view, with a variety of names, such as servant leadership, team-leadership, trust-based leadership, flattened organizations, and the like.
4. A long-standing set of beliefs and professions have kept a lid on the thinking about collaboration. These include:
 - a. Legal
 - b. Accounting
 - c. Risk Management
 - d. Media
 - e. Diminishment by Business Schools
 - f. Poor Commitment to Empirical Evidence
 - g. Weak Modeling
 - h. Value Paradigms that are Cost-Centric^b

^b Value is extremely difficult to define for many managers (see Value Maximization by R.P. Lynch and S.C. Rogers). A great leader understands and can clearly articulate how value is created, added, transferred, and transacted far beyond just a cost equation.



What Other Forms of Leadership are there?

Five Basic Forms of Leadership

While we focus on Collaborative Leadership, we generally distinguish several other major patterns, each of which has a role to play in certain circumstances.

- Collaborative Leadership -- When teams, alliances, and cross-boundary interaction is required and trust is a fundamental requirement for effective results and innovation. Long term strategic relationships have to function at this level.
- Transactional Leadership -- When a one-time deal is required and each of the parties must walk away with a fair and legally binding exchange. Much of commercial commerce functions this way. Compromise, bargaining and price-driven thinking is the essence of transactions.
- Hierarchical Leadership -- When the situation is strictly "rule driven" or those carrying out the decision do not have sufficient education or intelligence to make a contribution to the outcome or any deviation from the "rules" would cause harm or lower standards.
- Authoritative Leadership -- When one person at the top must make the decision. This is appropriate in an emergency when there is no time for discourse or when collaboration has produced a dilemma that must be resolved to move on, or when one person is clearly the "commander" and they alone are capable or required to make the final choice.
- Adversarial Leadership -- When there is a clear battle between forces, such as good or evil, and the moral choices are undeniable (such as a war against terrorism, fascism, or genocide). This makes great movies, works "against" the "opponent," but seldom produces positive lasting results.

Because so much of life today in our complex interconnected world requires long-term, trusted relationships, Collaborative Leadership is essential. Experts estimate Collaborative Leadership is required in about 85% (or more) of the situations today.