

# WHAT IT TAKES TO LEAD COLLABORATIVE RELATIONSHIPS

*collaborative  
champion*

## HOW TO INFLUENCE WITHOUT AUTHORITY



Founding Member



Association of Strategic Alliance Professionals

# Becoming a Great Collaborative CHAMPION

## Why a Collaborative Champion Workshop?

### **LEADERSHIP IS THE FIRST DIFFERENCE BETWEEN SUCCESS & FAILURE**

We know that by using Collaborative Best Practices, we can double and even triple the success rates of external alliances. Similarly internal alliances in organizations can be vexing. But where do you start? And are some Best Practices more important than others?

The answer is yes, some things are more important, and the place to start is with the system of collaborative leadership itself. Over the years, and the analysis of thousands of alliances and collaborations, there is no question that who 'champions' the collaboration is the first distinguishing factor in separating long term superior performance from mediocrity.

*It's the 'difference that makes the difference.'*

### **ALLIANCE CHAMPIONS ARE A UNIQUE BREED**

Launching and successfully managing a new initiative takes a very unique blend of hard and soft talents, abilities that most human resource departments are not familiar with. Learn to spot a great champion, nurture them, and give them the guidance they need to be successful.



## What Value Can I Expect? – Leading without Authority

Alliances, partnerships, cross-functional teams, and innovation ventures are a unique organizational forms – they can be neither be commanded nor controlled in the traditional sense. Because collaborative leaders have no direct command over external parts of the organization, it makes 'leading without authority' a major factor in success.

This will be a real work session applying principles and practices that will result in the effective selection and support of world class collaborative leaders.

### **Who Will I be Working with & Learning from?**

Robert Porter Lynch has been in the vanguard in the field of alliances, collaborative innovation, and trust building, as both a thought leader and expert professional with an extensive world-wide track-record; his methods have produced the highest performing alliances.



The author of several books, his work has been recognized across the globe.



# Becoming a Great Collaborative CHAMPION

## Gaining the Leadership Advantage:

Great strategy is always considered a major advantage in any business venture. But the stark facts are that strategy is only as good as the leadership team that implements it. Choosing the right leaders for the collaboration is essential to the materializing value.

## Alliances are Like Startups:

Alliances are essentially start-up companies and must be led by champions who are at the same time entrepreneurs, risk takers, visionaries, and results-oriented managers. Unless an energetic champion is in place, the parent corporation's immunal rejection response will kick out the alliance before it's had a chance to become established.

## The Entrepreneur in the Champion:

Not surprisingly, many champions are entrepreneurial at heart, which enables them to excel with broken tools and inadequate resources, under adverse conditions, and with minimal organizational support.

## Networking Organizations:

Champions are omni-directional, in that they know the necessity of navigating the halls of power, and at the same time are willing to jump the chain of command by networking the bowels of the organization. Although champions think of organizations as networks, not hierarchies, they also somewhat grudgingly, but patiently acknowledge the realities of the corporate ladder, without giving it their blessing.

What is often perceived as their neglect of protocol causes champions to be slightly off-center from corporate norms and to have offended traditional corporate sensibilities more than a few times in the pursuit of a worthy cause.



Typically many collaborative champions are not initially anointed from above. Instead he or she seizes the high ground and then asks for support. The motto of the champion is:

**'tis better to ask forgiveness after the fact than permission before.**

As one champion stated:

**I almost never have to ask for forgiveness.  
It just amazes me that others ever ask for permission.**

# Becoming a Great Collaborative CHAMPION

## AGENDA

### 1. THE VITAL ROLE OF THE COLLABORATIVE CHAMPION

- Success is dependent upon the Quality of the Champion
- Distinguishing Between Management & Leadership
- Finding the Right Champions Before Launching the Venture
  - Workgroup Action Plan

### 2. CHARACTERISTICS OF EFFECTIVE CHAMPIONS

- Strategic Skills
- Entrepreneurship
- Operational Competence
- Trust Building
- Boundary Crossing & Linking
- Change and Innovation
  - Workgroup Action Plan

### 3. LEADING WITHOUT AUTHORITY

- Unique Difficulties Faced by Alliance Champions
- Working through Hierarchical Difficulties
- Building and Maintaining Trust
- Partnership Between Each Champion
- Creating the Collaborative Culture across Boundaries
  - Workgroup Action Plan

### 4. BUILDING THE VISION & VALUE PROPOSITION

- Ensuring the Vision-Value Proposition Linkage
- Migrating Value to Maintain Competitive Advantage
- Confronting Value Destroyers
  - Workgroup Action Plan

### 5. THE INTEGRATIVE ROLE OF THE CHAMPION

- Building Alliance Teams
- Understanding the Four Critical Drivers of Human Behavior
- Addressing Breakdowns
  - Workgroup Action Plan

### 6. WHAT SENIOR EXECUTIVES MUST DO TO SUPPORT THE CHAMPION

- Non-Traditional Role & Skill Sets – What HR typically misses or misunderstands
- Why Many Executives Choose the Wrong Person for the Champion
- Unique Rewards for Alliance Champions
- Measuring Champion Success
- The Need for 'Air Cover'
  - Workgroup Action Plan

### 7. WHEN CHAMPIONS MOVE ON

- How to Choose a Champion's Successor
- Realignments When the Corporate Leadership Shifts
- Educating the Organization
- How to Handle Political Infighting
  - Workgroup Action Plan

## DID YOU KNOW?

Without trust, the brain's chemistry actually shuts down our ability to collaborate *and* to innovate.



## Available in Three Formats

- 1 Day
- 1 ½ Day
- 2 Day



# Becoming a Great Collaborative CHAMPION

## You Will Learn:

- One mistake that will kill the future of the collaboration or alliance
- Two things to look for in a psychological profile that signal success
- Three qualities that must be present in a collaboration, team, or alliance leader that must be present to be effective
- Four most important behavioral drivers that distinguish champions from typical managers
- Five key indicators that enable you to know that a champion can effectively cross organizational boundaries
- Six of the champion's qualities that typically evoke resistance
- Seven factors that distinguish leaders from managers
- Three things champions must do to enable their teams, collaborations, or alliances to evolve successful
- How to create a succession plan for the future
- How to use alliance differentials to generate synergy
- What alliance champions avoid that can doom the alliance
- Keeping the right balance in the alliance to maintain success
- How to recharge the collaboration when its spirit wanes



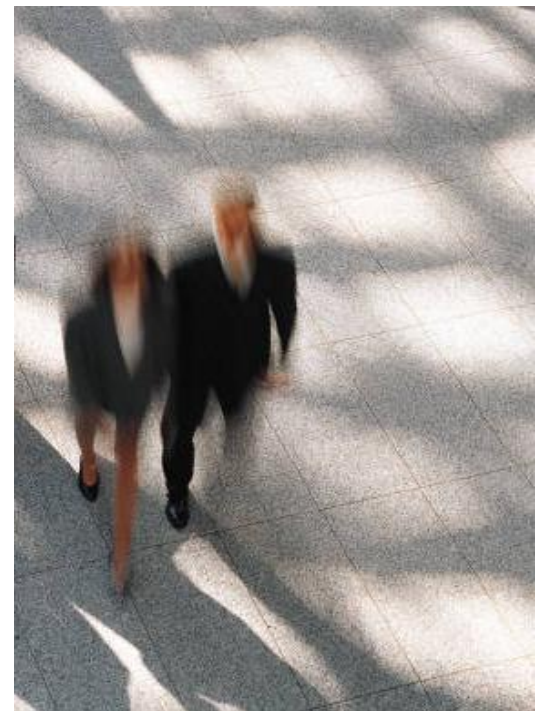
“Robert Porter Lynch’s understanding of collaborative champions is right on the money. We are a very different breed set apart from the rest of the corporate managerial norm. Our motives are so often misunderstood, and our rewards are usually not acknowledged.

I recommend every collaborative champion, and every senior executive that is responsible for providing sponsorship to alliances be given access to this invaluable information.

– Ninon Prozonic, Vice President, Strategic Alliances, Connect America

## Key “Take-Away” Topics will include:

- How to build the leadership qualities of champions
- How to select the right people to champion a collaboration
- How to lead without having authority
- How to build trust in the alliance
- How to gain support from senior executives
- How to bounce back from adversity
- How to distinguish the people who will support an alliance and those who won't
- Why misunderstanding the role of leadership can cause failure
- How to select the right person to be the champion's successor
- How to protect the champion from being undermined by his or her own management team
- How best to reward a collaborative champion
- Why HR professionals consistently miss the best champions



# Becoming a Great Collaborative CHAMPION

## Why Should I Use a Workshop Approach?

When making a decision about how to improve team performance, any ardent follower of winning sports teams knows that behind great stars invariably there is a great coach. Often great coaches take losing teams to the top of their game in only one season.

How can you inject the impact of a great coach into your collaborative team quickly, economically, and with the expectation of great results in rapid order? The answer is coaching through a two-fold strategy:

First, reveal which best practices produce dramatic improvements.

Second, avoid the biggest mistake in learning: *knowledge brings results*. Studies show that simply having individuals attain knowledge does *not* improve results. Results come when teams apply their learnings together, immediately upon their joint learning.

Using these two strategies is why our workshops are so successful.



## What can I expect?

Participants develop their own strategies & techniques that they can begin applying immediately into their organization.

Learnings will be offered through case examples, interactive sharing of ideas, and practical project development sessions.



## About your Workshop Leader

Robert Porter Lynch has been creating alliances for over thirty years. His studies of Alliance Best Practices, beginning in the 1980s have resulted in thousands of successful alliances all over the world. Over 25,000 executives and managers have attended his programs and workshops worldwide.

CEO of The Warren Company and has consulted widely for scores of major companies in the high tech, communications, pharmaceutical, natural resources, financial services, healthcare and consumer products industries, among others. He's also assisted numerous smaller business, private-public partnerships, and government agencies.

Robert is Founding Chairman of the Association of Strategic Alliance Professionals. He teaches at the Universities of Alberta, British Columbia, and San Diego; he's the author of nearly a dozen books and numerous articles. His current book, *Trusted to Lead* will hit the bookstores early next year.

## Highly Acclaimed

Because the program design carefully links Best Practices with Practical, Real World Application, these are typical statements from the workshops:

*Superb! Excellent Content*  
*Great info on a fresh new topic*  
*Made me think, A great learning experience*  
*Great Work! Well Organized*  
*Completely Shifted my thinking*  
*One of the best seminars ever attended*

## Who should attend?

The program is designed for upper and middle management who are seeking to increase alignment, teamwork & collaborative innovation.

This session will prove to be highly useful for any group that needs better coordination, joint problem solving, communications across boundaries, and wants higher levels of human energy. Leaders that know that something is missing in their unit typically discover something powerful, energizing, and eye-opening.

## What others have said about this workshop:

(comments from previous sessions)

“This gives me a new way for forward.  
I now know the roadmap to be a  
proactive Champion of Innovation.”  
– Patrick Hehir, Vice President,  
Strategic Innovation, Flextronics



“Really opened my eyes to a brighter world. I came away really understanding  
how I can impact a greater sphere beyond those I have been collaborating with  
both internally and externally. Frankly, I was truly inspired... It was dead on.”  
– Dr. Malcolm De Leo, Director of Alliances & Technology Development, Clorox

“The whole program was very informative, valuable, and invigorating.”  
– Debra Johnston, President, Tiger Resources, Inc.

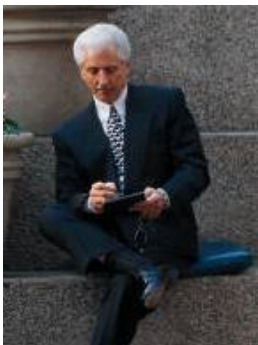
“Surpassed my expectations...every word was valuable and beneficial.”  
– James Pelletier, Secretary-Treasurer, Bradley Bros., Ltd.

“Robert Lynch had practical experience and was able to demonstrate a high level of  
enthusiasm and relevant information--made this program *really come alive*.”  
– Paul McKinison, AT&T

“Excellent in practical aspects and real-life applicability.”  
– Bill Enos, Director International, Bell Canada



“The mechanics and architectural framework is invaluable.”  
– Ian King, President, Western Concord Manufacturing



“Robert Lynch's excellent and interesting style, plus good examples  
from personal experience made an excellent seminar that exceeded  
my expectations.”  
– Paul Bertram, New Business Development, Knoll Pharmaceuticals

“A worthwhile investment both of working time and  
money...provided a good understanding of the process--of the right  
sequence of the different steps...most valuable and helpful. I  
recommend this program to all those interested and involved in  
strategic alliances.”  
– Heinz Marti, Corporate V.P. & General Manager, Sandoz Canada





We are NOT Consultants; we are Resultants -- "Architects & Capability Builders" who deliver a tested and effective strategic system and process methodology that harnesses the innovative power of differentials across internal and external boundaries.

- We Design/Co-Create Collaborative, Alliance & Trust based Innovation Systems
- We Give Clients Long-Term, Sustainable Capabilities that Produce Results



While we do analysis and give advice, neither are our primary purpose -- our job is to co-create, with our clients, the most sustainable, regenerative system of useful competitive advantage through our Collaborative Innovation Architecture™