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WHITE PAPER

Collaborative Excellence Addresses Today's Challenges

By Robert Porter Lynch

Due to the very rapid change in the business and non-profit world, stability is elusive, and the Covid 19 Pandemic has made things even more precarious.

Long-term sustainability is a real concern for every senior leader and board member. As society changes, new technologies, such as the digital transformation, and the workforce turns over, there is a continuous need for reassessing value, mission, business models, internal structures, and external linkages. This calls for innovations to solve both new and old problems, while rising to crises and calamities. Yesterday's grand mission no more assures future success than yesterday's meal assures you will not be hungry tomorrow.

Collaborative Excellence is a central organizing principle that must play a role in giving organization competitive advantage. Using the building blocks of the Collaborative Excellence Architecture, businesses and their value chains will move past these challenges to continue to be leaders. Here's how Collaborative Excellence Architecture works to solve these challenges.

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Leadership Challenge

Ultimately, all the challenges boil down to a Leadership Challenge to transform organizations.

Today's business and non-profit leaders must be both *transformational* and *collaborative* to have a significant impact.

The typical leader will interpret this through the traditional definition of Transformational Leadership, often leaning upon guidelines from either Bass or Covey:

8 Traits of a Transformational Leader¹

- #1 -- Raise awareness of moral standards
- #2 -- Use persuasive appeals
- #3 -- Create an ethical climate of shared values
- #4 -- Foster high moral maturity in followers
- #5 -- Provide one-on-one coaching and mentoring
- #6 -- Encourage followers to look beyond self-interests
- #7 -- Appeal to a set of ideals
- #8 -- Allow freedom of choice

7 Habits of Highly Effective People²

- #1 -- Be Proactive: Personal Vision
- #2 -- Begin with the End: Personal Leadership
- #3 -- Put First Things First: Personal Management
- #4 -- Think Win-Win: Interpersonal Leadership
- #5 -- Seek First to Understand, Then Be Understood
- #6 -- Synergize: Personal Cooperation
- #7 -- Balanced Self Renewal

The theory is that leading through inspiration and integrity helps embolden leaders to create shared visions, develop and coach future leaders, and spur innovation. Thus by connecting with a person's sense of identity, transformational leaders build a strong sense of independence in the workplace and encourage a culture that enables employees be engaged, creating a personal sense of ownership and better morale. Thus, employees that are more productive enable donors to experience the benefits.

While the theory is well intentioned, in the thirty plus years since their inception, Transformational Leadership training has not produced a major shift in leadership, and, generally, leadership training has been a failure,³ despite hundreds of million dollars in training expenses.

Organizations expect leadership development will produce powerful influencers who can *transform* their organizations. This requires far more than seven or eight traits or habits (above).

The entire approach, while well intended, needs a substantial upgrading, a "Next Generation 2.0."

The inherent weaknesses in the first generation are numerous, especially in light of new evolutions in the understanding of leadership effectiveness.⁴ There are fundamental flaws in the precepts that underpin current approaches, including:

- Transformational Learning Model – how people learn new approaches

¹ The constructs of Transformational Leadership are attributed to Bernard Bass (1985,) continuing the work begun by James MacGregor Burns at Binghamton University School of Management.

² Covey, Stephen R.; *The 7 Habits of Highly Effective People, Powerful Lessons in Personal Change*, Simon & Schuster, 1989. Note from R.P. Lynch "I had a very cordial one-on-one lunch with Stephen at the State of the World Forum, where we were both guest speakers, in 1996. Naturally our discussion gravitated to leadership. I had read his book, and asked him about his thoughts about leaders. He was pleased with the sales, and remarked he had always intended the book to be a treatise on *personal* development, not particularly about *leadership* development.

³ See [Shocking Truth — Massive Failure of Leadership Development](#) by Robert Porter Lynch

⁴ Note: This paper does not attempt to address the critical failures in Leadership Development, but merely to outline some of the critical issues. For more detail, see:

- [What Went Wrong — Three Major Flaws in Leadership Development](#),
- [New Paradigm — Transformative Action Learning Engagement](#),
- [Systems Architecture — Reframing Organizational Transformation](#),
- [Designing the Future — Creating Breakthroughs & Shifting Paradigms](#),
- [Long Term Shift Required — Collaborative Education & 12 Concordances](#)



- Integrating Transformational Leadership with Organizational Transformation
- Building a “System” of Collaborative Excellence throughout the Organization

We will present this new Next Gen 2.0 in short simplified, abridged format:

Transformational Learning Model

Inherently transformation is intended to be a means of shifting the paradigm of how people experience their world. Unless transformation starts from the perspective of paradigm shifting, it is doomed to fail from the outset.

Transformation is, by its nature, a Paradigm Shift.

The first step requires a potent Transformational Learning Model that impacts the way people learn and acquire capabilities that truly change the way leaders operate.

However, *most leadership development is not is transformational learning*, neglecting the nature of how real transformational change occurs. Just improving skills is simply insufficient. Great learning emerges when the *mind* and *spirit* are engaged, when people integrate *knowledge* and *desire*, when *concepts* become *measurable processes*, when *core beliefs* merge with *mindsets*, which align with *skillsets*.

Gen 2.0 starts with a five-step “learning-loop” for Transformational Paradigm Shifting (note: this is a process methodology, the content is addressed below).

Paradigm shifts are the hardest to design, and even after they are designed, many people cannot even see the structure of the new paradigm, because they are so invested in the old paradigm.

Creating a Paradigm Shift means seeing today’s world through a different lens. Paradigm Shifts require a multi-/dimensional change in perspective; otherwise, the shift will not stick. The human mind interacts with reality on at least five levels (think of these as “frames of reference”): What you *believe* is what you will *perceive*, *conceive*, *achieve*, and *receive*. Each needs to be unified and aligned for the shift to work:



- **Believe** -- What I hold as inner values, what I think about other people, what I believe motivates me and the world around me. What I think are the governing principles in my world. Where I position my self-interest versus the mutual-interest of my community. These beliefs are seldom generated solely by the individual; most come from the culture and its leaders. Note: What one *believes* will color the course and intensity of the next four factors)
- **Perceive** -- This is how I see my reality, how I interpret what my senses tell me, whether I see my world as a place of conflict or opportunity, my possibility, my weaknesses, and what I will value most highly. Perceptions are always filtered through beliefs systems. If perceptions and beliefs do not match (called cognitive dissonance), most people are very resistant to changing their beliefs, preferring to change perceptions. Together what one believes and perceives constitutes their *awareness* and *ability to recognize patterns in life*.
- **Conceive** – These include: my conceptions that define my world; how I foresee the future unfolding; my ability to be proactive as the events of life evolve; my vision for the future; the commitments (or ambivalences) I choose; my attitudes about circumstances; how I regard my personal mission in life; how I conceptualize complex situations; and how I consciously balance and align my personal drives to *acquire*, *bond*, *create*, and *defend*. This is what I “think about.”



These three levels constitute one's "Mindsets."

- **Achieve** -- My actions, direction, and goals. This addresses what I am actually going to do to achieve my conception of life, such as my role as parent, worker, leader, or other more personal mission. It's also about what I do with my resources (or lack thereof) such as how I spend my time and money, how I treat my friends, what I do with my intelligence and skills I need.

Actions relate directly to the "Skillsets" one develops.

- **Receive** -- The results I get from my actions (or inactions); the feedback that tells me if I am "on point;" the rewards or other consequences from the congruence (or incongruence) of my mindsets and skillsets, the metrics⁵ used to measure my success or failure, and the course adjustments I must make to bring my reality into alignment.

Together, all five become one's "Solution Set"

It's important to note that if you just train skillsets and competencies, the total "learning loop" impact will often be neutralized or countermanded by the other four dimensions which are out of alignment or under-developed. Then the paradigm either will *not shift* or it will *shift and then revert back, or get stuck somewhere in the middle of an upshift and downshift*.

Transformative Action Learning Engagement embraces these five dimensions holistically to ensure both a "cultural shift" and the "stickiness of the transformational shift" for individuals and teams.

Failure to pay attention to the interplay between these five Learning Loop factors, and the neglect of developing an aligned architecture has been a major factor in the persistent inability of leadership development to have real impact in the field of operations.

For the unprepared who enter the arena with naïve hopes and dreams that believe that a handful of traits and habits will cure their ills, transformation will be a thoroughly difficult, daunting, and ultimately disillusioning task. A leader can work in diligently with intense intellectual and creative thought for a lifetime, never shifting a paradigm because those in their organization remain trapped inside their own frames of reference. Having employees read a book or take an on-line training course "makes a good breakfast, but a poor diet for career development."

Transformation presents a powerful, oft unstated challenge, for a leader must critically analyze one's beliefs (i.e. motivations), perceptions (i.e. understandings), conceptions (i.e. goals), achievements (i.e. actions), and results (i.e. measures, cause & effect) and be willing to cast out everything if one of the calculations triggers an erroneous course projection.

New Paradigm generation is the most noble of intellectual quests for it is so impactful on what the world believes, perceives, conceives, achieves, and receives in return.

Integrating Transformational Leadership with Organizational Transformation

⁵ Every situation has its own contextual metrics. For example, the metrics in sports (such as speed, distance, accuracy, time, and completion rates) predict whether your team will likely win or lose. If the metrics are misaligned, such as focusing strictly on individual behavior, not team performance, the solution set will be out of alignment. The metrics in business will always include financial performance, which is really a lagging indicator driven by other leading indicators, such as sales revenue, innovation, etc. Metrics must also be tied to rewards.



Quantum Jumps & Paradigm Shifts Require Systems Architecture

The *Quantum Jump in Complexity* that accompanies the *Collaborative Paradigm Shift* requires a *New Architecture* to power the shift, thus it's vital to understand the nature of "systems architecture" which is needed for three basic reasons:

1. **Functional Synergy:** To make a system perform so that the whole -- the outputs -- are greater than the sum of the parts -- the inputs.
2. **Pattern Recognition & Prediction:** To enable the mind to comprehend the extent of the system through a series of pattern recognitions (which reduce fear, uncertainty, and chaos), which, in turn, enable the brain to make a set of predictions, opening a pathway for constructive action.
3. **Overcoming Skepticism & Resistance to change:** To overcome the natural skepticism that travels hand in hand with any paradigm shift. A very large portion of organizational leaders and senior managers can be predicted to be *skeptics of collaborative paradigm shifts* -- they aren't necessarily against it, but there are so many unanswered questions, concerns, doubts, and risks. When a skeptic's doubt is greater than their belief, or their fear greater than their trust, the result is analysis paralysis.

Great architecture, conveyed with excellent practices and metrics, helps break the resistive impasse, and may turn some skeptics into passionate champions. Our colleague Steve

Rogers, (now retired) senior executive at Proctor & Gamble stated it this way:

"Looking back at the many years spent in many jobs, so much felt like I was walking on the beach leaving footsteps in the sand. When the tide changed, it was like I'd never been there. I wish I had driven pilings deep into the company's culture, imbedding it solidly down to the bedrock of management." Rogers continued, "With the levels of employee churn today, indoctrination training is just not enough. You've got to reinforce, retrain, and realign continuously. Having a powerful systems design architecture creates a powerful mindset and skillset that can keep the front line tuned into the big picture."

Collaborative Excellence is not a new idea, but it is certainly an unfulfilled quest. The pathway to fulfillment requires we embody a "systems architecture" to give structure and support to transformation.

**Paradigm Shifts are not just about
"doing things differently"**

**.....it's
thinking differently,
envisioning differently,
discerning differently,
measuring differently,
designing differently,
speaking differently,
asking questions differently,
valuing differently,
treating people differently.**

A bold new approach is essential.

***These profound differences require
a fundamentally different "Systems
Design Architecture", not merely
tweaking old stuff designed for a
legacy paradigm.***

Old legacy management methodologies, tools, and measuring systems must be radically reconfigured for the new paradigm.

To use a technology example, when shifting from cable (which was designed for analog data) to wireless or fiber optic (using digital packets), all new transmission, encoding, and decoding methods are necessary.

Culture is the #1 Determinant of Human Behavior



We place a strong emphasis in Organizational Transformation on the importance of culture. Why? Because culture, not personality, is the #1 determinant of human behavior.

Culture delivers a predetermined, already functional (or dysfunction) Learning Loop that tells people how they should think and behave as part of a “clan.”



Culture gives us our queues about what’s important, what matters, how we should think, what others expect of us, and what we should value. Culture is to an organization what an operating system is to a computer.

Learning is a fundamental causative element of all human behavior. Every one of the five dimensions in the Learning Loop are communicated via culture, where they are “baked” into the minds of organizational members.

Leaders who overlook the impact of culture are blind to one of the most important levers of transformation.⁶

Leadership is the #1 Determinant of Culture

How is culture formed? Leaders are the #1 causal factor in formulation of culture. This is why leadership has such great influence.

Of course, there are other factors, such as the media, family, education, religion, and, importantly, peers – our friends, immediate supervisors, and teammates. Great leaders can bring out the best in the peer influencers while *aligning* them in a common vision played to “inspiring lyrics and tune.”

Trust & Fear Determine the Learning & Cultural Pathways

Why people learn, what they learn, and how they learn will be directly impacted by the nature of their nature of their culture.

In *adversarial* cultures, FUDDD (Fear, and its brethren: Uncertainty, Doubt, Divisiveness, and Distrust) will set the context for why, what, and how the brain learns, adapts, and positions ourselves in our environment. **FUDDD** will trigger our survival instincts; the ego will cause:

- horde resources, grab territory, and mount a strong offense,
- include only a small circle of people (our tribe),
- concoct new weapons and imagine evil in those outside their tribe,
- build walls, annihilate threats, and demonize foreigners.

When FUDDD is the prevailing culture, people will only hear and perceive what they trust. Anything they don’t trust will be excluded from what they believe, perceive, conceive, achieve, and receive. Importantly, they will only trust those who think like themselves.

Collaborative Shift

What is Culture?

While invisible, culture is like radio waves, pervasive and everywhere. Culture tells people what is expected of them, what is valued by leaders, what beliefs they should hold, how people should interact, what they should achieve and protect, how they will be rewarded or punished, and what is important.

Culture, more than any other factor (such as personality) will determine human behavior.

⁶ Note: It’s been our experience in many realms of business endeavor that the only leaders who seem to understand and care about culture are *collaborative* leaders. For *adversarial* and *transactional* leaders, culture seems to be something foreign, too soft, or unimportant.



Non-Profits and For-Profits are in the midst of a massive external paradigm shift. The old stand-alone organizations in the for-profit world are becoming more alliance and networked. Non-Profits are lagging behind years behind their for-profit counterparts.

The rapidity of change in the commercial landscape requires flexible structures and processes in the face of the availability of data across the value chain/network -- of which all businesses are part whether they are product or service oriented. These demand new mindsets, skillsets, metrics, and tools – a complete “systems architecture” to support and sustain this shift.

The field of organization development (OD) has, essentially, failed to produce the transformational leadership. The most fundamental reason is because no one has really produced a model that transcends hierarchical and matrix organizations. Senior executives expect more and receive less because there has been no “systems architecture” to enable aspirations to become realities.

To use an analogy, the clarion call for transformational leadership is akin to calling for a united effort to put a man on the moon, but using old propeller-driven piston engines that can't breakthrough the stratosphere into outer space. If we demanded results, but prohibited the design and use of rocket ship (a paradigm shift), people would cry “foul.”

Organization Development is a 4-Dimensional Shift

The result has been organizations that are terribly misaligned. Inadvertently the inherent misalignments become accentuated and even perpetuated, creating greater obstacles to transformational change and making it more difficult for leaders to drive improvements.

The heritage of seeing organizations as an *aggregation of personalities* needing competencies is indicative of a long-standing *transactional* thinking about organizations; a mindset still embodied in most HR departments that haven't embraced a systems design architecture for Collaborative Excellence. Often the leaders of change cannot overcome the myopic managers that resist.

For OD to be effective in the future, it must frame its efforts on a foundation that addresses human interaction as a series of interconnected and interdependent systems that leaders can use to align beliefs, ideas, evidence, and best practices to produce trustworthy behaviors resulting in teamwork, innovation, efficiency, high performance, and synergy.

Four Fundamental Organizational Alignments

Every organizational system can be viewed from an elegantly simple 4-dimensional “alignment” Architecture:

1. **Strategic Alignment** – how the organization achieves its vision, mission, value proposition, and competitive strategy, to attain a significant & sustainable strength for its future existence.
2. **Cultural Alignment** – how the organization expects its people to behave, reinforces its beliefs and values, creates rule of human engagement, communicates, and builds a trustworthy, collaborative environment that mobilizes human energy toward teamwork and high performance.
3. **Operational Alignment** – how the organization functions efficiently to achieve its goals and create measurable value, how it structures its activities, achieves its goals, uses information, & manages its metrics of progress and success. .
4. **Dynamic Realignment** – how the organization innovates, adapts, solves problems, responds to adversity, & reconfigures itself as conditions change.



Every element of organization can be clustered into these four simple dimensions. They can be used to analyze past performance, current effectiveness, and future direction. These are the leverage points of Organizational Transformation.

What is most important: each dimension requires *robustness* and *inter-active alignment*. Changing one dimension will have an impact on the other three. By focusing Organization Development on the *Four Fundamental Alignments*, every leader, manager, and employee can understand why priorities are set, where the organization is headed, what needs to be done to create internal, cross-functional, and external alignment, and how to engage employees in improving their work.

Any effort to engage in Transformational Leadership without clarity about Organizational Transformation will be doomed to fail before it starts.

When an organization comes into alignment, individual behavior can be fully supported and sustained, primarily because the individual's pattern recognition system sees a clear, holistic, unified pattern (not the muddled, fragmented pattern representative in most organizations that set up conditions for mediocrity or failure). We need to train leaders to be “architects” who can transform organizations as well as act in a transformational manner.

Building a “System” of Collaborative Excellence throughout the Organization

A major flaw in virtually all leadership theory is the failure to see leadership as a holistic “system” in interactive principles, key factors for success, connectivities, and best processes & practices. Thus we continue with the centuries-old, outmoded approach that views leadership as “traits” or “styles” or “habits” -- approaches that has retarded the progress of leadership development.

We suggest that Gen 2.0 embraces leadership as a series of “system design architectures” just as the human being's body is a “system” composed of interconnected subsystems such as neural, pulmonary, vascular, gastro-intestinal, and so forth.

Seven Core Frameworks of Collaborative Systems Architecture



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So too must we break Transformational Leadership down into core Collaborative Excellence Systems Architecture composed of seven subsystems. (see Figure 1: Collaborative

Excellence Architecture, which are described below). For the sake of clarity, we have chosen to call the subsystem architectures: “frameworks” to distinguish from the larger holistic systems design architecture. Developing capabilities in these seven areas have proven to enable leaders to become transformational in deed and spirit.

Best practices must support systems integrity. With systems architecture clarity, we can then delve deeper into detailed best processes & practices and improve the practices that increase the transformational systems synergy. So too can we isolate those practices that destroy or undermine the integrity of the system because they were actually designed for transactional or adversarial cultures.

While the best practices will change and evolve over time, the architectural principles – the “core truths” remain steady.



Figure 1: Collaborative Excellence Architecture

Please Note: The following pages of the Seven Frameworks are presented in *outline form* because the material is highly proprietary and represent privileged intellectual property reserved for our Action-Learning Clients and the forthcoming book on *Collaborative Excellence for Leaders*.

Transformation and Architecture

Transformational Leadership must not stand alone. What is needed is a dependable “Architecture of Collaboration” upon which to construct a collaborative organizational system. The following seven frameworks enable the codification of not only leadership, but also how people interact with trust, engage in teams, innovate, build a solid culture, create and define value, lead, adapt, manage complexity, and build alliances. The architecture is easy to learn and through the use of Transformative Action-Learning Engagement, will lead to successful implementation. These seven frameworks have been designed to be simple, logical, and easy to comprehend to ensure integration across organizations and partnerships. Change is hard. We aim to have this transformation be as intuitive and easy as possible. Each segment is seamlessly woven into the building block for the next segment, ultimately expanding to complex organizational systems.⁷

Having been engaged in examining the fundamental causes of success and failure in thousands of alliances and other collaborative ventures, large-scale projects, supply chains, mergers, acquisitions, and turnarounds, we have determined there are seven key areas where joint initiatives took the critical path toward success or failure, victory or defeat. These become the foundation of the Collaborative Systems Architecture.

30 years in the making to discover, design, develop & test the first fully integrated architecture that elegantly connects seven organizational levels to produce up to a 25% collaborative advantage.

⁷ Note: These seven core frameworks were chosen because they have the highest impact and leverage on outcomes – the *building blocks* of collaborative excellence, and are universal to virtually every condition, strategy, or requirement of Collaborative Excellence.



FRAMEWORK #1 Human Behavior & Trust

Objective: Unlocking the power of *collaboration* is dependent upon one's ability to *build and sustain trust*, while preventing *distrust* from undermining reliable human interaction.



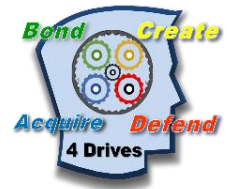
Trust is the foundation of all collaborative enterprise. Without trust, a massive psychic vacuum is filled with F.U.D.D. – Fear, Uncertainty, Doubt, and Divisiveness.

One of the primary reasons people fail to create sustainable trust is because they don't understand why humans behave the way we do. We have unlocked the neuro-science of the brain that controls the trust function, and learned how to build a "system of trust" that will sustain collaborative excellence.

Why is Human Behavior & Trust Important?

To understand Trust, we first need a framework for understanding Human Behavior. We use a breakthrough approach as our "foundational" framework. It's called the "FOUR-DRIVE HUMAN BEHAVIOR" Model.⁸ It's elegant, simple to understand, and very straightforward -- the "E=mc² of Human Behavior."

- The Four Drives of the Brain explains why people are "driven" to act, predicts and prescribes behavior and how to overcome the Fear Factor.
- Neuro-chemistry of the Brain provides deep insight into both Trust & Fear. It's backed up by breakthrough neuro-chemistry research conducted with Prof. Lawrence at Harvard and supported by Prof. Paul Zak of Claremont University.



Program Highlights

- Elegant and simple to use
- Includes quick & straightforward tools to assess and build Trust:
 - Trust Ladder & Tornado of Distrust are powerful tools to create extraordinary relationships and repair bad ones.
 - 8 Principles of Trust Building & Critical Operating Principles
 - Rapid Diagnosis of Trust Breakdowns & How to Rebuild Trust
- Without trust:
 - Impossible to generate high performance teamwork,
 - Very difficult to produce consistent innovation,
 - Risky to attempt developing high performance teams & alliances,
 - Highly challenging for leader to align organization,
- Breakthrough modeling serves as basis to understand Economics of Trust, Value Creation and exactly how trust generates productivity, performance, profitability and competitive advantage.

The Trust Framework is based on neuro-science, Applied Research, Practical Experience, and extensive Field Testing.

These are guided by "natural" processes based on the DNA programming of

Without Trust, High Performance Teamwork is an illusion

Value Delivered

- ➔ Quickly Understand Dysfunctions and Distrust
- ➔ Select the Right People for Collaboration at the outset
- ➔ Quickly Identify when Trust goes Astray & put it back on track
- ➔ Human Behavior Model & Trust Framework sets foundation for Time & Culture Frameworks

⁸ Developed by mentor and colleague Paul R. Lawrence of Harvard Business School. The Four-Drive Model is far better than Maslow's Hierarchy of Needs.



FRAMEWORK #2: TIME

Objective: Time, like Trust, is a hidden dimension in collaborative excellence that leaders can use to transform teams and produce quantum shifts in performance. Time is a central operating principle for collaboration in “FASTIME.” Without precise synchronization of time, synergy is hard to attain.



Why is Time so Important?

Every organization in every sector is compelled to do everything faster, and often with fewer resources. We call this the “Fasttime Shift.” Slow organizations are competitively disadvantaged -- on the backside of the progress curve -- and headed for eventual extinction. Organizations that operate in Fasttime are compelled to be more collaborative and make more efficient and effective use of resources.



With our Trust Frameworks in place, many of these advances come from people directly affected based on the principle: “people support what they help create.” Engaging the workforce in the diagnosis and solution to quicken the pace produces much lower resistance to change.

These “shifts in time” improvements can happen internally -- at the individual, interpersonal, team, or functional unit level. Senior leaders can also expand the recapture of time externally by integrating partnering arrangements with other organizations in their value network, including alliance partners, strategic suppliers, innovation partners, solution delivery partners, and customers.

Program Highlights

We go far beyond standard “Time Management” practices to address four “dimensions” of time, gaining significant improvements through collaborative methodologies

- *Linear Time* – eliminating usages of time that add no value to the achievement of critical deadlines and schedules
- *Cycle Time* – improving the time it takes to complete routine tasks and more complex activities, typically achieving 15-20% gains, without encountering resistance because the workforce is engaged in the solution.
- *Relative Time* – gaining advantages relative to other competitors in the field of action. By comparing performance, value created, and time expended with other organizations, you will know where you stand in terms of *world class* performance standards.
- *Experiential Time* – this is not based on a mechanical measure of time, like a clock, but how humans *experience* their time while engaged in work. For example time is *painful* when everyone is fighting, or *boring* when is not inspiring, *chaotic* when no one is on the same page, *energized* when everyone is working together in a positive mental mode, and *inspiring* when the work has real meaning and purpose.

Trust and Time are interdependently intertwined as the “central organizing principles” of any collaborative culture.

Our objective is to make a significant improvement in your “Total Return on Time,” which can be measured in several ways, including improvements in speed, competitiveness, cash flow, innovation, productivity, leveraging of resources, customer satisfaction, delivery times, or other customized criteria.

Value Delivered

- ➔ **Significant Increases in Speed**
- ➔ **Far Greater Synchronization & Coordination within and between functional groups**
- ➔ **Time Spent on Adding New or Better Value, while eliminating wasted or useless time**
- ➔ **Significant Higher Performance, Productivity, and Profitability**
- ➔ **More Employee Engagement and Commitment to Work Activity**



FRAMEWORK #3: CULTURE

Objective: Enables leaders to “design” culture of the Collaborative System spawning superior high performance teamwork, positive responses to adversity, and finding meaning and purpose in the work environment, spurring deep commitment. Culture is a “central organizing principle” for gaining extraordinary results.



Why is Culture so Important?

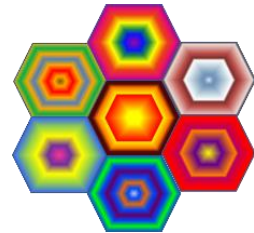
- Between $\frac{2}{3}$ & $\frac{3}{4}$ of all human behavior is determined by *culture* (not personality)
- Leaders are #1 determinant of culture – making Leadership the *Primary Lever of Change*, embedding and reinforcing beliefs, perceptions, conceptions, and achievements into the cultural bedrock of an organization.
- Core principles of collaborative spirit, trust, teamwork, positive adversity response, and rewarded collective achievement are essential foundations of culture.

Program Highlights

- The framework enables Leaders to spot flaws and misguided thinking immediately and take rapid corrective action (see Appendix for more details)
- The “**START**” Model of Culture (*Spirit, Trust, Adversity response, Rewards, & Teamwork*) is powerful, elegantly simple, and easy to unite teams and alliances.
- A collaborative, constant improvement culture is an essential foundation of innovation.
- Collaborative Cultures:
 - Produce 25% better results (speed, innovation, productivity, adaptability, profitability, etc.) than Adversarial Cultures.
 - Retain wandering Millennials who experience Collaborative Culture as “family.”
 - Propel Innovation & Value Creation in a sustainable cycle of continuous advance.

Value Delivered

- ➔ Provides both Leaders & Managers with Mindsets, Tools, & Frameworks for Building Great Cultures
- ➔ Enables Rapid Diagnosis and Correction of Culture Problems such as hiring, rewards, and measures of success
- ➔ Easy for engineers and technical people to understand
- ➔ Enables pivotal middle and upper middle management to invest their time in communicating and rewarding the mindset shift.



The idea of Collaborative Systems “Architecture” is that leaders & managers can step back, fully conceptualize the kaleidoscopic dynamics, not getting bogged down in the details of everyday turmoil & stress, then assess the situation from a perspective of wisdom and insight, taking corrective action.

From a practical perspective, leaders and managers can run through the 7 Frameworks like a 7-Point Checklist, evaluating which elements are missing or dysfunctional

Culture Framework folds fluidly into the Innovation Framework



FRAMEWORK #4: INNOVATION

Objective: Innovation must be an essential ingredient to enable rapid adaptation in fast moving world. Diversity is essential to creating an “engine of innovation.”



Why is Innovation So Important?

An emphasis on innovation empowers people to use their collaborative creativity to be focused on problem solving, continuous improvement, using alliances for new solutions, and paradigm shifting. This requires a strong foundation of Trust, Time and Collaborative Culture; otherwise the diversity central to innovation will turn into conflict and polarization.

Program Highlights

- Explains how Trust can enable Diversity of Thinking to produce an “engine” of innovation running on “free fuel” – ideas
- Reveals potent framework for unlocking Co-Creative Power of Cross-Functional Teams
- Builds Versatile, Multi-Pronged Innovation Engine to generate expansive Forms & Sources of Innovation to increase competitiveness
- Jump-starts innovation by identifying numerous “Triggers” that spur new levels of insights
- Engages 10 Best Processes for maximizing innovation
- Replicable and easy to understand.... Utilizes *creative inquiry* methodology to unleash hidden ideas
- Uses Creative Inquiry methodology to shift thinking to higher orders of insight
- Produces great results, in high trust, high collaboration cultures
- Transforms Diversity of Thinking, Ideas and Cultures into Massive Innovation Asset
- Uses Collaborative Innovation as a primary mechanism for Collaborative Advantage, Competitive Advantage, Value Creation and Adaptation to Rapid Change
- Enables Every Employee to become a Collaborative Innovator



Value Delivered

- ➔ Sustainable Innovation “Engine” that can double innovation
- ➔ Generate New Value from Existing Resources
- ➔ Maximize Value from Alliances & Collaborations
- ➔ Sets Foundation for Value Creation & Investment Decision Making



Culture is the Hidden Competitive Weapon in the arsenal of Collaborative Excellence.

Because it's largely invisible to outsiders (except for those who understand collaborative architecture), it is nearly impossible for competitors to duplicate.

When the Innovation Engine is engaged, the ability of the system to adapt, morph, realign, and create new linkages is compelling.

Innovation Framework evolves seamlessly into Value Creation & Collaborative Economics Framework

FRAMEWORK #5: VALUE CREATION & COMPETITIVE ADVANTAGE

Objective: Enable a quantum jump in an organization's capacity to create new value using our breakthrough "collaborative economics."



Why is Value Creation Important?

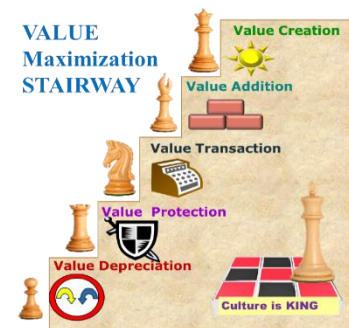
All organizations must have a keen eye for value creation & competitive advantage; those that don't are surrendering to rivals that are constantly improving. Value Creation improvement is perhaps the best indicator of long-term survivability and sustainability.

Companies that are always striving for new value creation are attuned to finding new ways to leverage their assets, jump at new opportunities within their core mission and competencies, and build "collaborative advantage."



Program Highlights

- Uses Trust & Innovation to reduce Non-Value Added Work & cross-boundary inefficiency
- Profitable Economic Engine for Value Creation
- Creates high levels of Productivity
- Reduces Risk and Litigation by up to 30%
- Doubles chances of on-time/budget Project Delivery
- Accelerates End-to-End Value Chain competitiveness
- Turns Breakdowns into Breakthroughs
- Enables People and Organizations with Limited Resources to gain Competitive Advantage
- Value Maximization Model transforms the innovation "engine" into substantial competitive advantage – think of it as "collaborative advantage"
- Powerful Tools to generate new value (Including Trust's Impact on Profit Assessment)



Value Delivered

- ➔ Sustainable Competitive Advantage
- ➔ Generate New Value from Entire Value Chain
- ➔ Generates 10-25% better return on human capital derived from the "triumph of small numbers" contributed from each of the collaborative frameworks



***How many times have you heard some executive exhort a team to "Create Value?"
But have you ever thought about it in depth?***

***What course in Business School is dedicated to Value Creation?
For the most part, Value Creation has been an elusive dream
in the pontifical mind.***

***Our approach capitalizes on collaborative architectures to adapt and maximize value
in ways adversarial & transactional systems simply cannot.***

Previous Frameworks set stage for natural progression into "Four System Alignments" of Leadership



FRAMEWORK #6: ORGANIZATIONAL SYSTEM ALIGNMENTS

Objective: In the larger picture, great leaders do four things very well – they align all parts of their organization, both the internal elements cross-functionally, and the external relationships in their entire value chain.



Why is Organizational Systems Alignment important?

Program Highlights

Our breakthrough is *Reframing Leadership as an Integrated System of Four Alignments*

1. **Strategic Alignment:** Inspirational Common Vision & Innovative Strategy that generates significant Competitive Advantage & Value Delivery
2. **Cultural Alignment:** Culture of Trust & Teamwork & Governance that Focuses Human Energy on High Performance
3. **Operational Alignment:** Build Coherent Organizational Teams and Use Best Process that produce great **results**.
4. **Dynamic ReAlignment:** Innovate/Adapt, Reconfigure/Restructure -- to be agile when conditions change – which, in today's world, is regularly.



- Enables Leadership to set new direction & Management to drive in the new direction and spur operational, cultural and dynamic realignment implementation
- Like playing “4-Dimensional Chess” -- Fast to Implement , Easy to Learn, Rapid Returns
- Nearly impossible for competitors to duplicate
- Greatly enhances ability to create synergies – the unfulfilled quest of leaders for centuries – because synergy flourishes Aligned Collaborative Systems
- Guiding Framework for how to (& not to) Transform Organizations and overcome Resistance to Change
- Empowers managers to build highly effective cross-boundary collaborations, tearing down silos, and triggering new levels of innovation and productivity
- The Four Alignments are the Leverage points for Organizational Transformation, all four alignments must be addressed if there is to be a permanent collaborative shift.

Value Delivered

- ➔ Synergistic System Producing Massive Advantage & Employee Engagement
- ➔ Produces 4-Dimensional Alignment for Complex Systems and Value Networks
- ➔ Enables Teams, Cross-Functional Integration, Strategic Alliances & Eco-System Value Networks to function at a higher level
- ➔ Protects Collaborative Systems from successful attacks by Adversarial Rivals



Just as Trust & Time are the Central Organizing Principle for Collaborative Cultures, so too do Complex Systems need a Central Aligning Principle: The Four Critical Alignments does for a Complex Eco-System what Gravity does for the Planet – unifying the many dynamic driving forces, preventing disparate parts from flying off in a myriad of directions.

Organizational Systems Alignment enables Complexity & Connectivity Framework to Function Productively



FRAMEWORK #7: COMPLEXITY & CONNECTIVITY

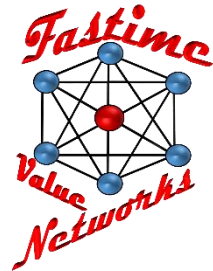
Objective: Today's world is a network of complexity – interconnected eco-systems of organization, intricate value networks, complicated relationships often clogged by adversarial legal processes and transactional bargain. Leaders must have the strategies, methods, and tools to shift the paradigm to one of collective action and strategic alliances.



Why is Complexity & Connectivity Important?

Today's Complex Systems are fluid, with dynamic forces intersecting and often interrupting strategic aims.

Without an deep understanding of the way the forces interact, leaders typically resort to old, ineffective command and control methods, often turning the system adversarially in upon itself, like an auto-immune disease, foolishly turning partners against themselves, destroying the very synergies that nourished them.



Program Highlights

The Complexity & Connectivity Framework provides:

- Leaders with clear guidance and options on how to address complex projects, strategic, keeping the value network aligned, balanced, integrated, and fast, in multi-member alliances.
- Fluid Interaction in the Eco-System, continuous innovation & dynamic realignment.
- Create Collaborative Contracts and engage in Collaborative Negotiations that enhance teamwork and alignment of interests
- Massive Competitive Advantage by doubling innovation flow across the network
- Provides Risk Managers with a Guidance System to assess culture, uncertainty, and alignment; lowering risk by up to 30%.
- Redesign complex projects to ensure massive benefits from collaboration and avoidance of drawbacks of the *Law of Compounding Interfaces/Risks*.
- Methods & Tools to Anticipate & Thwart Breakdowns before happening, diagnose Compounding Risks & Fragile Breakdown Points, & Turn Breakdowns into Breakthroughs.
- Gain Positive Benefit from the *Law of Unintended Consequences*.
- Utilize [ISO 44001](#): *Collaborative Business Relationship Management* – to build high performance Value Networks.

Complexity requires collaboration for its successful management. Complexity will cycle into a chaotic, perpetual spiral of conflict without trust.

Value Delivered

- ➔ Multiple Applications in a Wide Variety of Complex Organizational Systems.
- ➔ Prevents poor decision-making and mis-diagnosed Cause & Effect relationships.
- ➔ Significantly increases success rates of teams, projects, turnarounds, alliances, and organizational transformations.
- ➔ Enables Value Networks to function within internal organizations & entire value chains.
- ➔ Produces “elusive” Synergy by aligning diverse and opposing energies which can be transformed into insights and innovation, speed, and rapid adaptation.



Tip: Ensure these seven frameworks are embodied in every organizational function, and especially in recruitment, hiring, and performance review of senior leaders and managers.



Transformative Action-Learning Strategy

In very brief terms, here's the evolution of our paradigm shift for Leadership Development:

Why Leadership Training Has Failed and How to Fix It

1. Leadership Training has Utterly Failed over the last thirty years

- Trust in Leaders has plummeted across the board.
- The billions of dollars spent annually on Leadership Development has been termed the "Great Training Robbery"
- We corrected this problem in our design.
(for more detail, see White Paper: [#1. Shocking Truth — Massive Failure of Leadership Development](#))

2. Major Flaws in Leadership Development Programs

- Structural Impediments in Academia fragment learning.
- Bloated cost structures erodes the value of Executive Education.
- Outmoded Learning Delivery Methodologies have failed to produce measurable impacts in Corporate sponsors who pay the training bills.
- Training Individuals instead of Operational Teams dramatically diminishes the impact.
(for more detail,, see White Paper [#2. What Went Wrong — Major Flaws in Leadership Development](#))

3. We Redesigned Leadership Development to Enable Transformation

- *Better Architecture*: Leaders need a clear “*mind-map*” for distinguishing true collaboration from other forms of human interaction
- *Better Alignment*: Create more *integrated alignment* between interests of Corporations, Leadership & Organization Development, & Executive Education
- *Better Methodology*: Shifted from *Training* model to *Action Learning* framework where everything learned is immediately applied in a workshop format, thus increasing value by producing results fast
- *Better Content*: Developed *Core Learning* for Collaborative Excellence for Leaders, which are embedded in 24 Workshops delivering the learning
- *Better Activation*: We use qualified *Advisors/Coaches* to facilitate the learning and the production of results within the client organization.
-- (for more detail, see White Paper [#3. New Paradigm — Transformative Action Learning Engagement](#))



4. We built a new Strategy for Organizational Transformation on a Reinforced Foundation

- Historic emphasis on *traits, characteristics & styles* of leadership was an impediment that overshadowed the need for a profound system architecture for leadership
- By shifting to a more holistic perspective of organization as a network of functions that must be aligned like an alliance, leaders build significant collaborative advantage
-- (for more detail, see White Paper [#4. Systems Architecture — Reframing Organizational Transformation](#))

5. Rules and Principles of Paradigm Shifting Govern the Collaborative Shift

- Virtually overlooked is the essential importance of viewing Transformational Leadership through the lens of Breakthroughs and Paradigm Shifting
- Leaders must not try to shift into Collaborative Leadership Excellence on a piecemeal, incremental basis, else there be a reversion to the old approach.
- Breakthroughs and Innovations require a strong Collaborative Culture to support the shift in beliefs, perceptions, conceptions, and actions
-- (for more detail, see White Paper [#5. Designing the Future — Creating Breakthroughs & Shifting Paradigms](#))

6. Bridging the Gap between Liberal Arts and Practical/Professional Training

- In the larger picture, the current malaise in leadership can be attributed to the diminishment of teaching moral character and wisdom in college in favor of more job-oriented practical training – a shift that has been going on for over 50 years.
- The difficulty has been an either/or proposition between more values-based Liberal Arts education and more Practical Training that improves job skills.
- We advocate a Colliberative (Collaborative and Liberating) Education that adroitly integrates the best of both. While this is a long-term view of changes needed in education, the ideas are well worth considering.
-- (for more detail, see White Paper [#6. Colliberative Education -- 12 Concordances](#))

Fixing the Major Learning Weakness

The third major weakness in the Gen 1 Transformational Leadership approach is that it lacks a *transformative learning methodology* for integrating leadership development and organization development. The problems can be traced to the lack of a systems architecture, fragmented learning delivered in “siloes,” and misalignments between academia, learners, and their sponsoring companies. These flaws in conception and delivery mean that, more often than not, individuals who attempt to make changes in the organization meet resistance, and attempted changes simply don’t “stick” as the impact of a grand philosophy dwindles and fades away.



Moreover, what is implied in Gen 1, but not explicitly stated, is that transformational leadership is about *collaborative excellence*. Leadership, to be transformational, must engage employees and create a culture of trust and teamwork along with common purpose. And more ... transformation is, by its very nature, a *paradigm shift*, and thus must wholly embrace its core principles (which is seldom done).



What's needed is an effective *learning methodology* that imbeds transformative mindsets and skillsets into the organizational culture, from the top to the bottom. We call this *Transformative Action-Learning Engagement (TALE)*, which:

- Imbeds the six core collaborative excellence frameworks *teams*, not just individuals. Teams then *apply* their learning to actual problems or opportunities to produce concrete results.
- People throughout the organization must learn by traversing the *5 step learning loop* to enable the heart and mind to fully integrate the new mindsets and skillsets.
- We know only when senior leadership is actively *engaged* in transformational learning, emerging leaders and managers will pay attention. Engaging the organization requires bringing senior sponsors together with both Human Resources and core operations leaders to support transformation. Then operations teams tasked to implement transformation, are selected to attend action-learning workshops where the strategies of collaborative excellence are implanted.



A coach acts not as a consultant, but as a “resultant & facilitator,” guided by *diagnostics*, to assist the operations teams implement key learnings from the workshop.

This ensures that transformational collaborative excellence becomes deeply engrained into the organization’s culture, ensuring that when one senior leader leaves, there is no implosion, depletion, or degradation.

Leaders seeking to turn around their organizations and Boards searching for far better results should consider more than just the qualities of the CEO at the top.

Senior management should be the architects of building an infrastructure of collaborative excellence where transformation can be sustainable regardless who is in the driver’s seat.

Collaborative excellence becomes a magnet for attracting and retaining quality staff. This is also a vital mindset for nurturing relationships and engagements with donors, funding organizations, clients and customers.

Executives and Directors who recognize “the future won’t be what it used to be” know that fixation on today’s success can mean tomorrow’s downfall. Being pro-active in designing a bold new collaborative future is the best antidote to wrestling with mediocrity around the corner.

Leadership has traditionally been agglomeration of styles, traits, characteristics, and habits, often advocating charismatic charm to be effective.



***This level of thinking is archaic and simply not effective – it sub-optimizes talent,
bogs things down, and is unsuccessful
– just look at the results leadership training has produced:
Distrusted Institutions, High Sponsor Dissatisfaction, and Restless Employees.***

Our approach is dramatically different in several ways ...

- We look at successful organizations as highly-tuned “systems”***
 - We integrate Organization Development with Leadership Development***
 - We recognize that Synergies will only manifest in Collaborative Systems***
 - We understand that real Leadership and Organizational Transformation
relies on Paradigm Shifting, which requires a very different method of
engagement and support than “change management.”***
-

We unearthed these unique insights from neuro-science, complex project management, advanced systems analysis, analysis of successes and failures in the field, diagnostics and feedback of intra/inter-organizational relationships in marketing, sales, research, and supply chains, and especially from the design and application the most complex of all leadership and organization transformations: the successful implementation of complex, international strategic alliances using systems design architecture for strategic, cultural, operational, and innovational alignment.

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About Us

The Institute works with senior executives in organizations that are committed to achieving extraordinary results through breakthroughs generated from a foundation of collaborative excellence.



We are dedicated to the adoption of the strategies, skills and philosophies of collaborative architectures enabling teams to think, create and work together, producing results far beyond what would otherwise be possible. Our collaborative excellence architecture underpins thousands of the world's most successful alliances across the globe. We provide each of our clients a unique set of:

Best Practice *Architectures*, and Collaborative *Strategies*,
Integrated High Performance *Systems*, Flexible and Adaptable *Structures*, and
Timely Win-Win *Solutions*

Our Transformative Action-Learning Engagement workshop framework:

- Creates strategic & operational alignment,
- Is action oriented,
- Uses best practices to ensure long term success,
- Ensures high performance,
- Minimizes future breakdowns, and
- Creates pathway & guidance for legal contracts

We concentrate on the Key Factors for Success, which seasoned managers affirm as the essential ingredients to effective alliance and collaborative innovation implementation:

- Properly trained innovation champions, and project managers,
- Powerful strategic imperative to guide the effort,
- Clear operational performance processes with breakthrough measurements,
- Effective innovation management process designed for the alliance, and
- Proper leadership support

Unlike consultants, we are "Architects and Capability Builders" who deliver a tested and effective *strategic system* and *process methodology* that harnesses the innovative power of differentials in thinking across internal and external boundaries.