



Leadership



In The 21st Century



The Problem

The 3000-year-old system known as “hierarchy” is no longer effective at solving the problems faced by most organizations.

Nearly every organization we know operates according to some version of the hierarchical system, which uses power and authority to accomplish things.

Although many have attempted to democratize their workplace by getting “flatter” and working in teams, power and authority remain the primary “currency” being traded. If you can accumulate enough power and authority in a hierarchical system, you can “win.” But as we know, a hierarchy concentrates power and authority in a few people at the very top. This prevents the rest of the organization from having the currency required to solve problems and accomplish goals. It makes working across the silos nearly impossible. And it makes the “leader” with the most power and authority *essential*.

Moreover, the degree of complexity in today’s fast-moving, global marketplace is simply beyond the capacity of the hierarchical approach. The interdependent, multi-faceted problems and opportunities facing leaders and organizations require a new system: one that engages workers by connecting the people with the information to those who make the decisions, and the people who make the decisions to those who implement them. The consultant who can help leaders and their organizations make the journey to the new paradigm will predominate.



The Solution

The Collaborative Operating System™

The Collaborative Operating System™ provides a compelling, scalable alternative to the hierarchical norm. It is a comprehensive, revolutionary approach to leading and managing organizations in the 21st century. It is designed for individuals, teams and organizations that want a sustainable, results-driven approach to work.

The Collaborative Operating System™ Teleseminar

Course Structure & Logistics for 12-Week Teleconference Format



This *Collaborative Operating System™* Teleseminar is almost identical to the training we do for business leaders, priced at \$10,000, only it’s taught in 12 90-minute segments over a period of 13 weeks rather than five consecutive days. Our real-work-in-real-time approach will provide participants the opportunity to engage actual, ongoing work projects and meetings within the context of this system so that their learning also generates relevant work results.



In this program, we teach participants to lead, manage, and structure all work according to the Five Elements of Collaboration:

1. *Identify the Problem*
2. *Involve Relevant Stakeholders*
3. *Form the Team*
4. *Make a Collaborative Plan*
5. *Meet Collaboratively*

In teaching the Five Elements of Collaboration, we include step-by-step methods that enable groups and teams to make high-quality decisions, function together effectively, execute plans quickly, and create higher individual and collective commitment to shared goals.

Element One is the first step in every problem-solving effort. It ensures that there is, in fact, a problem, that the problem is worth solving, and that the group believes the problem can be solved. It also forges alignment around the problem which sets up alignment in every phase that follows. In Elements Two and Four of Collaboration, *Involve Relevant Stakeholders* and *Make a Collaborative Plan*, participants learn the basics of how to collaboratively structure and organize any project, regardless of size and complexity.

In Element Three, *Form the Team*, we focus on creating ownership and alignment for the goals, as well as for the way in which people will work together to accomplish these goals. *Form the Team* is a critical step for a collaborative work group, team, or any successful working relationship. The absence of critical team-forming agreements is a consistent source of friction, missed commitments, poor communication, and incompatible working styles. Failure to properly make the necessary agreements prevents most work groups from achieving their full potential.

The resulting breakdowns are difficult to recover from and can greatly undermine the work. Unlike the flimsy rules-making ritual that many groups use, the agreements made using *The Collaborative Operating System*[™] are thorough and well-defined. And because they are made in a way that builds ownership and alignment, they last.

Finally, in Element Five, *Meet Collaboratively*, we teach participants how to design, facilitate, and participate in truly collaborative meetings – a fundamental component of collaborative work. Many leaders complain that they spend too much time in painful, unproductive meetings. These meetings lack focus, churn repeatedly around the same issues, and fail to generate productive action. Those leaders also report that work relationships tend to break down in their meetings, so they actually emerge from a meeting with *less* trust and respect than when they started.

Our collaborative approach to meetings is a strategic and systematic one that creates a high-accountability workplace where trust, ownership, and alignment drive results. This is true for every meeting – whether two participants or 2000, formal or informal, live or via teleconference. This highly structured approach (which is paradoxically more flexible) enables even very large groups to work effectively by focusing everyone on the same topic, in the same way, at the same time.

Additionally, a collaborative meeting engages participants in a way that leverages their experience, knowledge, wisdom and creative capacity. This creates an environment in which work relationships truly thrive.

Our clients report that they're praised highly for the productive and satisfying work they develop as a result of this training.

Program Details & Logistics

- Prior to the training, participants are provided with 2-3 hours of reading material.
- There is a weekly rhythm to the training. On Tuesday, there is a 90-minute teleseminar conference call (which is recorded and can be listened to at any time) followed by:
 - Approximately 60-90 minutes of homework
 - A 60-minute "buddy" call to review and complete homework
 - A 75-minute small-group call for homework support
 - Approximately 15 minutes of reading preparation for the next 90-minute teleseminar call
- There will be approximately eight Q&A calls where participants are invited to bring any issue or case material for which they'd like support. These calls will begin in March and continue as needed after the weekly teleseminar has concluded

The Collaborative Operating System™ Teleseminar

Tuesdays 9:00 a.m. – 10:30 a.m. PST, August 31, 2010 – November 16, 2010

Program Investment

\$1,850 per participant. Program fees are due at registration. We offer a 100% money-back guarantee if you attend the entire training and are not pleased.

Registration fees include:

- Twelve 90-minute educational teleseminars
- Participant training materials
- Weekly small-group learning support
- Eight large-group Q&A support calls

Make Checks Payable To:

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better results through collaboration

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