

# Collaborative Leadership

Danny Cepok  
CIPD Scottish Conference  
2010



# Danny Cepok

- Area Services Manager (Kirkcaldy)
  - Local democratic support to Area Committee
  - Local Community Planning
  - Housing
  - Community Learning and Development
  - Parks, Grounds Maintenance, Libraries, Museums
- Main experience has been in decentralisation and Business Excellence
- Coached and mentored a number of senior managers in the public, voluntary and private sectors



# Why do we need Collaborative Leadership?



*“Change is required. There is a process of change just as there is a process of manufacturing, or for growing wheat. How to change is the problem”*

Dr W Edwards Deming

*“All improvement takes place project by project and in no other way.”*

*“A project is a way of managerial life.”*

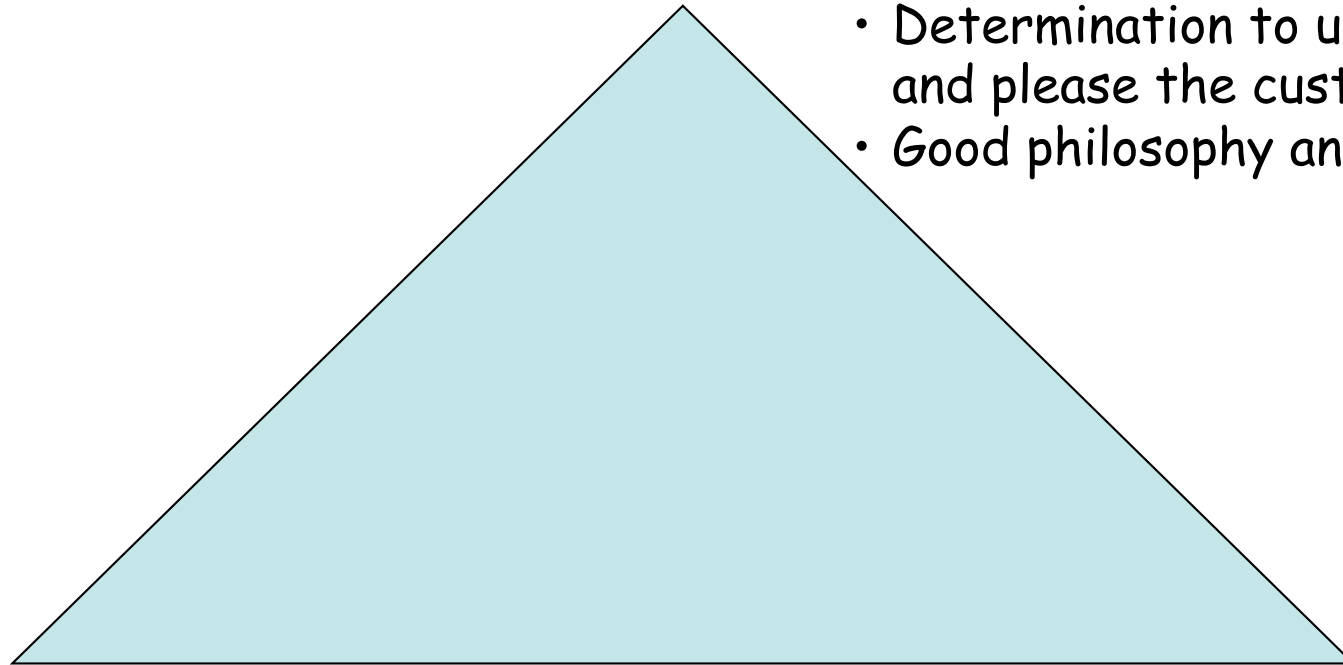
Dr Joseph Juran



# The Joiner Triangle

## **Obsession with quality**

- Determination to understand and please the customer
- Good philosophy and strategy



## **All one team**

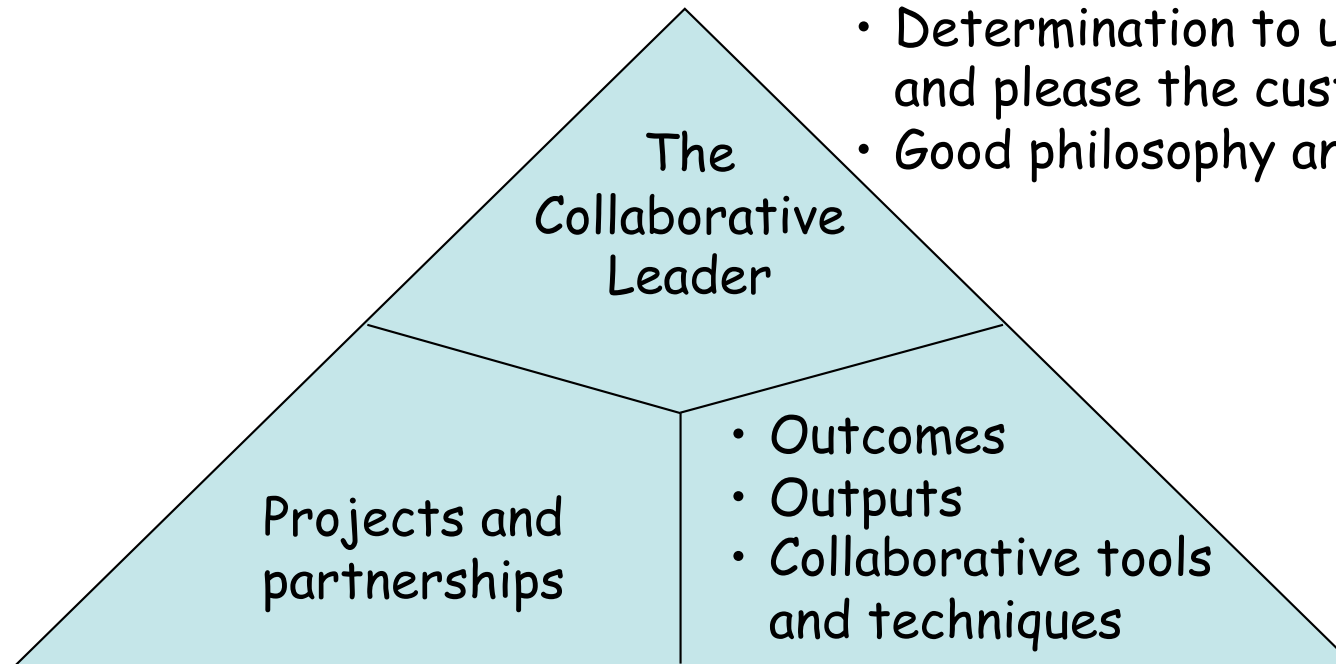
- Common goals
- Effective teams and participation
- Co-operation not competition

## **Scientific approach**

- Understanding processes
- Using data, methodologies, tools and techniques



# The Joiner Triangle



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# The Shamrock

Charles Handy

- The ‘**Core Business leaf**’ is increasingly ‘**dejobbed**’, project-based and subject to ‘**fewer doing more**’ competitive pressures.
- Free agents and small businesses abound in the other two leaves.



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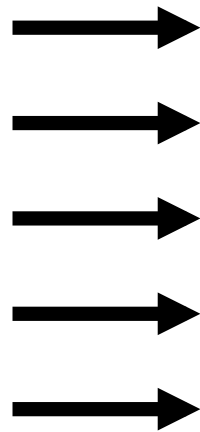


# SIPOC

Robert Scholtes



**S**uppliers



**I**nput



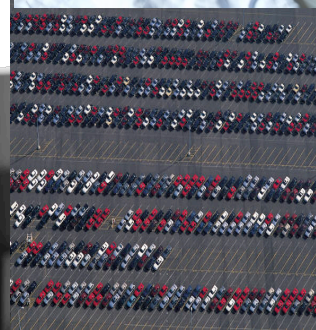
**P**rocesses



**O**utputs  
**O**utcomes



**C**ustomers  
**C**ommunities



# All One Team

Or a **War**  
**zone?**



# To collaborate

## **Collaborate** v.

1. To work together or to work with someone on a common project or with a common aim.
2. To co-operate with an enemy of one's country

*The Penguin English Dictionary*



# Leadership Basics

## Emotional Intelligence

1. Knowing your emotions.
2. Managing your own emotions.
3. Motivating yourself.
4. Recognising and understanding other people's emotions.
5. Managing relationships, i.e. managing the emotions of others.

*Emotional Intelligence*, Daniel Goleman



# Annoying Habits

Marshall Goldsmith

- Winning too much
- Adding too much value
- Telling the world how smart we are (and we're the best)
- We already know (or do) that (and we're the best at it)
- Passing judgement



# Practise Diplomacy

- Listen, ask questions, listen, ask questions, listen, ask questions
- Seek first to understand, then be understood
- Avoid:
  - Passing judgement
  - Using but and however
  - Rude, childish and sarcastic remarks



# Communication



# Collaborative Meetings

- Have an agenda and stick to it
- Be a good host (tea, coffee, water)
- Nice, bright and airy room
- Introductions
- Preamble for every item
- Use collaborative techniques
  - The cocktail party / scoping session
  - Round robin
  - Reflections and evaluation (by round robin)

Based on *Strategic Improvement Skills*, The UIC



# Collaborative Leadership Habits

- Establish common goals
- Seek first to understand
- Develop and exercise:
  - Self-control
  - Letting go
  - Turning the other cheek
  - Extending the olive branch
- Look for opportunities to build relationships and trust
- Be the servant leader



# YOU

..... are all

Leaders

Lead in a

collaborative way



For more information contact:

[danny@dccoaching.co.uk](mailto:danny@dccoaching.co.uk)

[www.dccoaching.co.uk](http://www.dccoaching.co.uk)

For more on project management based on collaborative working, go to

[www.theuic.com](http://www.theuic.com)



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# Communication

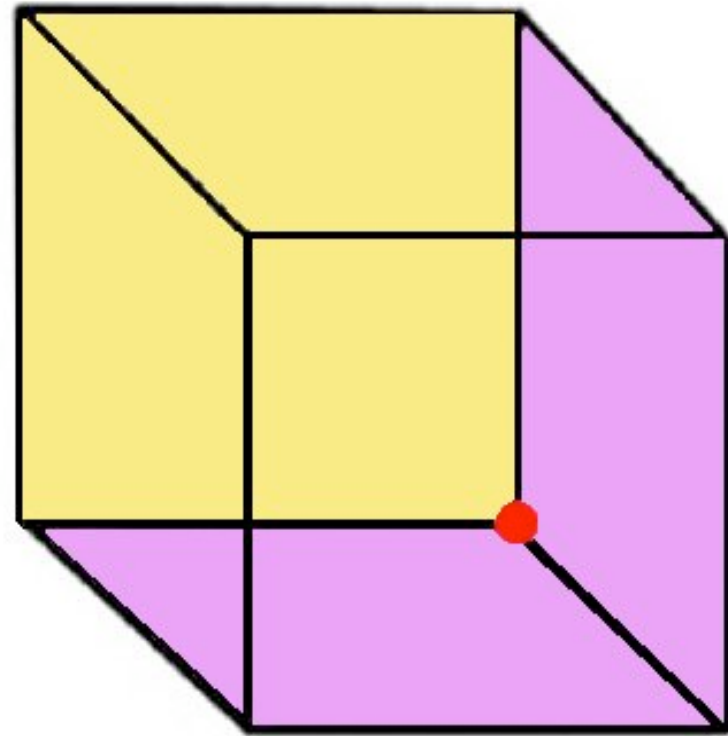


# Communication



# Communication

Is the red dot at  
the front corner  
or the back  
corner of this  
cube?



# Communication



# Communication

Can you count the legs on this elephant?

