

11. Collaborative Leadership

Lab Workbook

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[RE]CREATE

THE Leadership and
Organization Design
for Sustainable
Excellence
**ORGANIZATION
YOU REALLY
WANT!™**



11. Collaborative Leadership

Lab Workbook

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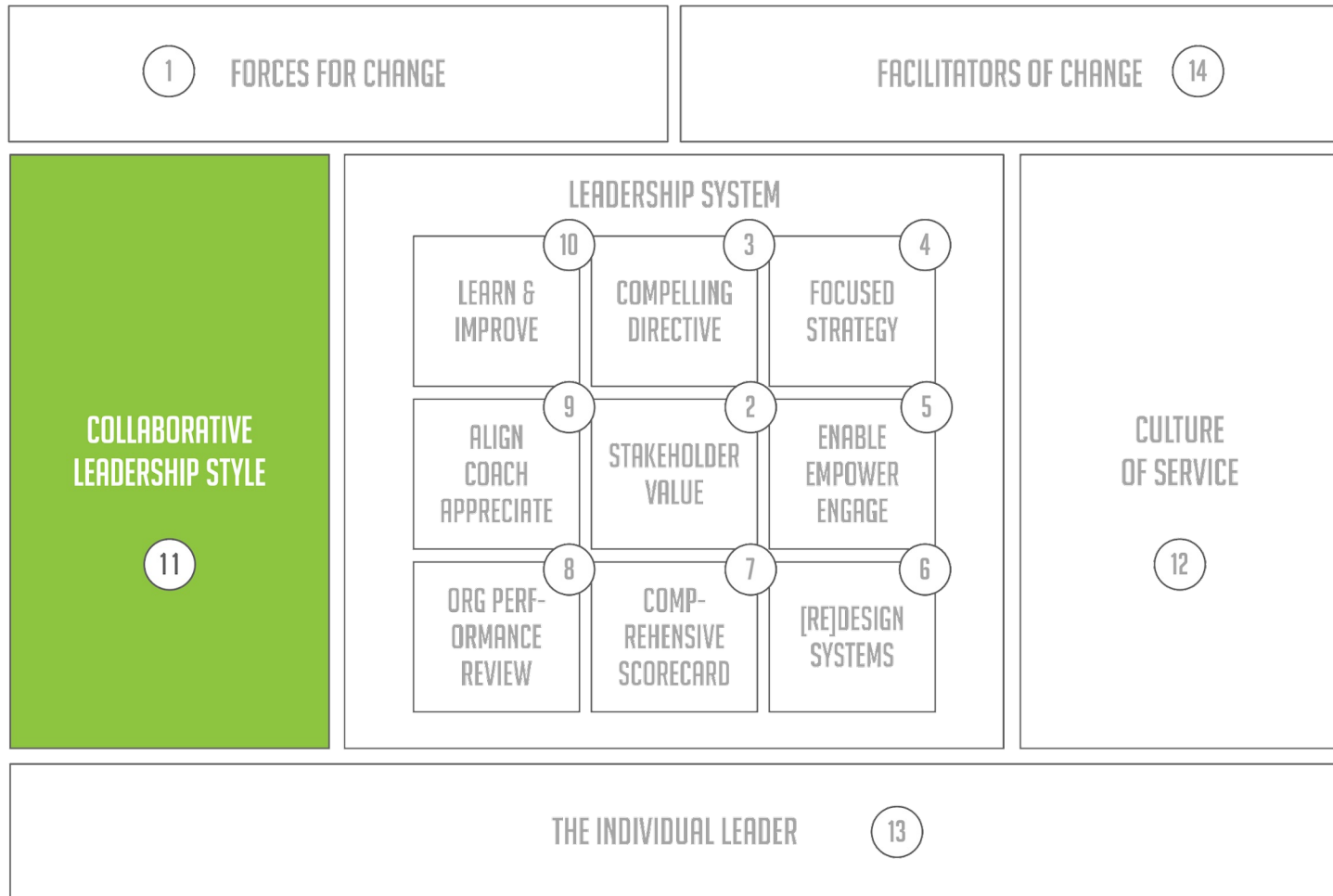
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LEADING TRANSFORMATION FRAMEWORK



Objectives

Understand Collaborative Leadership concepts, components, and relationships and how they contribute to leadership and organization [re]design for sustainable excellence.

Collaborative Leadership Style – Develop a description of the “ideal” leadership style that fits your unique organizational context “like a glove.”

Leadership Assessment - Assess your collaborative leadership style on ALL nine collaborative leadership behaviors.

Leadership Assessment 9x9 Matrix Analysis - Analyze your results and identify the themes.

Leadership Improvement Plan - Develop a personal collaborative leadership improvement plan.



Collaborative Leadership Style - Instructions

<p>Personal Learning</p> <p>8. Describe the behaviors that make up personal reflection and learning.</p>	<p>Respect for People</p> <p>1. Describe what it means to respect people and treat them with dignity (regardless of position) in your organization.</p>	<p>Collaborative</p> <p>2. Describe what it means to be “truly” collaborative in your ideal organization.</p>
<p>Personal Involvement</p> <p>7. Describe what it means for a leader to be personally engaged and leading the transformation.</p>	<p>Role Model</p> <p>9. In addition to the other eight behaviors, what are the behaviors essential to being a role model leader in your ideal organization?</p>	<p>Communication</p> <p>3. Describe the communication behaviors that support a frank two-way dialogue.</p>
<p>Systems Thinking</p> <p>6. Describe what it means for a leader to be a systems thinker.</p>	<p>Hold Accountable</p> <p>5. Describe the ideal leadership style for holding people accountable.</p>	<p>Persistent</p> <p>4. What does it mean to be persistent? What distinguishes persistent from close-minded arrogance?</p>

Collaborative Leadership Style - Example

<p>Personal Learning</p> <p>Leaders are curious and are always learning new things right along with the rest of the workforce. Leaders engage in personal reflection and learning using multiple methods including experience.</p>	<p>Respect for People</p> <p>People feel respected when interacting and working with leaders in the organization. Leaders treat people with respect and dignity regardless of position or status.</p>	<p>Collaborative</p> <p>Leaders involve people in planning and decisions that involve their areas of responsibility. Leaders leverage the knowledge, creativity and talents of a diverse team.</p>
<p>Personal Involvement</p> <p>Leader help their people analyze and improve their processes to help meet the organization's goals. Leaders are personally engaged - they regularly spend time with stakeholders.</p>	<p>Role Model</p> <p>Leaders' words and actions reflect the values of the organization. They role model the other eight behaviors. They are conscious that they are always "on parade!"</p>	<p>Communication</p> <p>Everyone understands the organization's challenges, direction, and strategy and how their individual contributions support the overall organization's performance and strategy. Leaders develop frank and honest two-way dialog with stakeholders.</p>
<p>Systems Thinking</p> <p>Leaders help people understand how their work is an integral part of the organization. Engaged People = Quality Products and Services = Satisfied Customers and Investors</p>	<p>Hold Accountable</p> <p>Everyone is held accountable for meeting clear performance standards and goals. Once the organization's vision and values are set, everyone works to support the journey.</p>	<p>Persistent</p> <p>Everyone knows what is expected of them. Leaders are resolved and "never blink!". However, leaders remain open to objective compelling feedback.</p>

Collaborative Leadership Style - Worksheet

Personal Learning	Respect for People	Collaborative
Personal Involvement	Role Model	Communication
Systems Thinking	Hold Accountable	Persistent

Leadership Assessment - Role Model - Instructions

LAOD 9 x 9 Role Model Questions

	SD	MD	PD	PA	MA	QA
1. I set the example by regularly spending time building positive relationships with our stakeholders.						
2. What I say and do are aligned with and continuously reinforce the organization's mission, vision, and values.	<p style="color: red; font-weight: bold;">Use the "Agree" Scale to assess your organization.</p> <p style="color: red;">SD (Substantially Disagree) = 1</p> <p style="color: red;">MD (Moderately Disagree) = 2</p> <p style="color: red;">PD (Perhaps Disagree) = 3</p> <p style="color: red;">PA (Perhaps Agree) = 4</p> <p style="color: red;">MA (Moderately Agree) = 5</p> <p style="color: red;">QA (Quite Agree) = 6</p>					
3. I prioritize strategic goals and objectives and then follow through with those priorities.						
4. I make sure everyone is enabled, empowered, and engaged in accomplishing the mission and vision.						
5. I support [re]design (strategy deployment) projects and use my formal and personal power to help the project teams navigate across the functional silos.						
6. I help identify performance measures including stakeholder value, strategy progress, and system performance.						
7. During the organization review process discussions, I focus on the system and balance advocacy for my ideas with inquiry into other perspectives.						
8. I participate in the review of individual performance and provide coaching along with tough feedback when necessary.						
9. I participate in organizational learning and improvement activities.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Leadership Assessment - Role Model Example

LAOD 9 x 9 Role Model Questions

	SD	MD	PD	PA	MA	QA
1. I set the example by regularly spending time building positive relationships with our stakeholders.				4		
2. What I say and do are aligned with and continuously reinforce the organization's mission, vision, and values.	1					
3. I prioritize strategic goals and objectives and then follow through with those priorities.					5	
4. I make sure everyone is enabled, empowered, and engaged in accomplishing the mission and vision.					5	
5. I support [re]design (strategy deployment) projects and use my formal and personal power to help the project teams navigate across the functional silos.				4		
6. I help identify performance measures including stakeholder value, strategy progress, and system performance.					5	
7. During the organization review process discussions, I focus on the system and balance advocacy for my ideas with inquiry into other perspectives.				4		
8. I participate in the review of individual performance and provide coaching along with tough feedback when necessary.					5	
9. I participate in organizational learning and improvement activities.					5	

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Role Model – Assessment 11-4

Leadership Assessment - Role Model Worksheet

Role Model Questions	SD	MD	PD	PA	MA	QA
1. I set the example by regularly spending time building positive relationships with our stakeholders.						
2. What I say and do are aligned with and continuously reinforce the organization's mission, vision, and values.						
3. I prioritize strategic goals and objectives and then follow through with those priorities.						
4. I make sure everyone is enabled, empowered, and engaged in accomplishing the mission and vision.						
5. I support [re]design (strategy deployment) projects and use my formal and personal power to help the project teams navigate across the functional silos.						
6. I help identify performance measures including stakeholder value, strategy progress, and system performance.						
7. During the organization review process discussions, I focus on the system and balance advocacy for my ideas with inquiry into other perspectives.						
8. I participate in the review of individual performance and provide coaching along with tough feedback when necessary.						
9. I participate in organizational learning and improvement activities.						

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Role Model – Assessment 11-4

Leadership Assessment - Respect for People Worksheet

Respect for People Questions	SD	MD	PD	PA	MA	QA
10. I show respect to all stakeholders regardless of their position or ability to directly influence our success.						
11. I work toward a mission and vision that includes building “win-win” relationships with our multiple stakeholders.						
12. I set high but realistic goals that allow people to achieve high-quality work and avoid ethical dilemmas.						
13. I encourage and support individual continuous development, empowerment, and engagement to meet individual and organizational goals.						
14. I ensure stakeholders’ needs (including the workforce) are included in the [re] design of processes and systems.						
15. I regularly measure and review the level of respect for people throughout the organization.						
16. I encourage open and honest two-way dialogue during org performance reviews by showing respect for each individual regardless of their position.						
17. When I provide feedback, I do it with respect for the individual, including when I have to let an employee go.						
18. I create a safe environment where people are free to state their opinion, good or bad, as long as they do it respectfully.						

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Respect for People – Assessment 11-6

Leadership Assessment - Collaborative Worksheet

Collaborative Questions	SD	MD	PD	PA	MA	QA
19. I involve stakeholders (or their input) in setting the direction of the organization and evaluating our performance.						
20. I involve key stakeholders (or their input) in the development and/or translation of the mission, vision, and values.						
21. I work across functions and include people from multiple levels in the organization to develop and deploy strategy.						
22. I involve and engage people in the collaborative planning, execution, and improvement of the workforce and work processes.						
23. I involve key stakeholders throughout the organization in [re]design projects and transformation activities to achieve the mission and vision.						
24. I involve stakeholders (or their input) in identifying our key performance measures.						
25. I conduct organization performance reviews as a collaborative cross-functional group.						
26. I reward collaboration and avoid rewarding (e.g., promoting) those who are not collaborative team members.						
27. I balance advocacy for my ideas with inquiry into other perspectives to encourage collaboration during organizational learning activities.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Collaborative – Assessment 11-8

Leadership Assessment - Communication Worksheet

Communication Questions	SD	MD	PD	PA	MA	QA
28. I communicate (two-way dialogue) with stakeholders to gather information and communicate the direction of the organization.						
29. I use multiple media to regularly communicate the mission, vision, and values to our key stakeholders.						
30. I regularly communicate the strategic goals with clear expectations to the multiple stakeholders.						
31. I regularly engage in frank two-way communication with the workforce to enable, empower, and engage them in accomplishing the mission and vision.						
32. I engage in frank two-way communication at all levels to address critical issues before they become difficult problems in the [re]design projects.						
33. I regularly communicate our key performance measures, how they were selected, what they mean, and how they are used to make decisions.						
34. I focus on systems and measures to encourage an open and frank two-way dialogue during organization performance reviews.						
35. I communicate and celebrate success stories AND innovative failures to reinforce the desired behaviors.						
36. I create an environment for frank, two-way communication to maximize learning during organization learning activities.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Communication - Assessment 11-10

Leadership Assessment - Persistence Worksheet

Persistence Questions	SD	MD	PD	PA	MA	QA
37. I consistently schedule and spend time building relationships with representatives from all our key stakeholder groups.						
38. I consistently reinforce the importance of accomplishing the mission, achieving the vision, and actions consistent with the values.						
39. I consistently focus time and energy on strategic goals and objectives until they are complete.						
40. I consistently reinforce employee empowerment and engagement through my own behavior, communications, and actions.						
41. I require regular updates on the status of initiatives and operational results.						
42. I continuously develop and refine the performance measures to support deeper system understanding and fact-based management.						
43. I am tenacious and patient when analyzing performance issues with complex organizational systems.						
44. I provide frequent and consistent reinforcement of the desired organization changes and behaviors.						
45. I have the patience and tenacity to learn from and act on the results of changes made during organizational learning activities.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Persistence – Assessment 11-12

Leadership Assessment - Hold Accountable Worksheet

Hold Accountable Questions	SD	MD	PD	PA	MA	QA
46. I hold people accountable for creating value for all our key stakeholders.						
47. I hold people accountable for accomplishing the mission and making progress toward achieving the vision.						
48. I hold people accountable for staying focused and achieving the strategic goals and action plans.						
49. I hold people accountable for their personal development and performance improvement.						
50. I hold people accountable for effective planning and managing strategic initiatives and system [re]design projects.						
51. I hold people accountable for fact-based management and decision-making.						
52. I consistently hold the team accountable for short- and long-term organizational performance and progress toward our strategy.						
53. I hold people accountable for the desired changes including removing employees if necessary.						
54. I hold people accountable for continuous improvement of their job and organization performance.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Hold Accountable – Assessment 11-14

Leadership Assessment - Systems Thinking Worksheet

Systems Thinking Questions	SD	MD	PD	PA	MA	QA
55. I avoid taking from one stakeholder to serve another and instead develop win-win solutions that create value for all the key stakeholders.						
56. I develop and deploy integrated systems solutions to accomplish the mission and vision.						
57. I develop and/or translate strategic goals to focus on leverage points in the system to create the desired results.						
58. I understand the connections between employee capability, engagement, and organization performance.						
59. I make sure system [re]design project teams develop solutions that integrate and work well with the other organizational systems.						
60. I help develop scorecards that measure the key system components to support the analysis and diagnosis of the overall system performance.						
61. I analyze the relationships between the measures to gain insights and identify leverage points to improve overall system performance.						
62. I reward systems thinking and reject solutions that are narrowly based on individual functional perspectives.						
63. I use systems thinking to enhance individual and organizational learning activities.						

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Systems Thinking – Assessment 11-16

Leadership Assessment - Personal Involvement Worksheet

Personal Involvement Questions	SD	MD	PD	PA	MA	QA
64. I spend time with stakeholders, building relationships and developing a deeper understanding of their needs.						
65. I engage people at all organizational levels in the development and/or translation of the mission and vision.						
66. I actively participate in the development and/or deployment of strategy.						
67. I actively participate in the planning, execution, and review of key activities to ensure workforce development, empowerment, and engagement.						
68. I actively participate in [re]design activities and facilitate meetings when necessary to role model the desired leadership style.						
69. I actively participate in the development and improvement of performance measures.						
70. I actively participate in the organization review process dialogue, findings, and follow-up.						
71. I actively participate in recognition and rewards to reinforce the desired behavior.						
72. I actively participate in organization learning activities.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Leadership Assessment - Personal Learning Worksheet

Personal Learning Questions	SD	MD	PD	PA	MA	QA
73. I continuously learn from stakeholders and develop new and innovative ways to meet their needs.						
74. I regularly reflect on and revise the projects, processes, and systems to achieve the mission and vision.						
75. I regularly reflect on my behavior to ensure I stay focused on the key strategic goals and objectives.						
76. I model personal learning and continuous development to improve my capabilities and performance.						
77. I listen, reflect, and learn from my experiences with [re]design projects regardless of the level of success achieved.						
78. I reflect on the scorecard and revise as needed to provide greater insights into the system, strategy, and stakeholders.						
79. I regularly reflect on the process and results of organization performance reviews to identify opportunities for improvement.						
80. I regularly reflect on and revise our recognition and reward programs and criteria.						
81. I practice personal reflection and learning during our organizational learning activities.						

SD = Substantially Disagree | MD = Moderately Disagree | PD = Perhaps Disagree | PA = Perhaps Agree | MA = Moderately Agree | QA = Quite Agree

Leadership Assessment 9 x 9 Matrix - Question Numbers

Question #	Stakeholder Value	Compelling Directive	Focused Strategy	E3 People	[Re] Design Systems	Comp-Scorecard	Org Perf Review	Align Coach Appreciate	Learn & Improve
Role Model	1	2	3	4	5	6	7	8	9
Respect for People	10	11	12	13	14	15	16	17	18
Collaborative	19	20	21	22	23	24	25	26	27
Communication	28	29	30	31	32	33	34	35	36
Persistent	37	38	39	40	41	42	43	44	45
Hold Accountable	46	47	48	49	50	51	52	53	54
Systems Thinking	55	56	57	58	59	60	61	62	63
Personal Involvement	64	65	66	67	68	69	70	71	72
Personal Learning	73	74	75	76	77	78	79	80	81

Leadership Assessment 9 x 9 Matrix – Table 11-21

Leadership Assessment 9 x 9 Matrix - Example Scores

	Stakeholder Value	Compelling Directive	Focused Strategy	E3 People	[Re] Design Systems	Comp-Score-card	Org Perf Review	Align Coach Appreciate	Learn & Improve
Role Model	4	1	5	5	4	5	4	5	5
Respect for People	4	5	5	6	5	5	4	6	4
Collaborative	3	4	3	4	3	4	4	5	2
Communication	4	5	5	6	4	5	2	5	3
Persistent	4	4	4	5	3	4	3	5	3
Hold Accountable	5	5	5	5	4	5	4	5	4
Systems Thinking	3	4	5	4	3	4	3	4	3
Personal Involvement	3	5	5	6	3	4	2	5	4
Personal Learning	3	3	4	4	3	3	1	4	1

Leadership Assessment 9 x 9 Matrix – Table 11-21

Leadership Assessment 9 x 9 Matrix - Example Scores with Color

	Stakeholder Value	Compelling Directive	Focused Strategy	E3 People	[Re] Design Systems	Comp-Scorecard	Org Perf Review	Align Coach Appreciate	Learn & Improve
Role Model	4	1	5	5	4	5	4	5	5
Respect for People	4	5	5	6	5	5	4	6	4
Collaborative	3	4	3	4	3	4	4	5	2
Communication	4	5	5	6	4	5	2	5	3
Persistent	4	4	4	5	3	4	3	5	3
Hold Accountable	5	5	5	5	4	5	4	5	4
Systems Thinking	3	4	5	4	3	4	3	4	3
Personal Involvement	3	5	5	6	3	4	2	5	4
Personal Learning	3	3	4	4	3	3	1	4	1

Leadership Assessment 9 x 9 Matrix - Table 11-21

Leadership Assessment 9 x 9 Matrix - Example Themes

	Stakeholder Value	Compelling Directive	Focused Strategy	E3 People	[Re] Design Systems	Comp-Scorecard	Org Perf Review	Align Coach Appreciate	Learn & Improve
Role Model	4	1	5	5	4	5	4	5	5
Respect for People	4	5	5	6	5	5	4	6	4
Collaborative	3	4	3	4	3	4	4	5	2
Communication	4	5	5	6	4	5	2	5	3
Persistent	4	4	4	5	3	4	3	5	3
Hold Accountable	5	5	5	5	4	5	4	5	4
Systems Thinking	3	4	5	4	3	4	3	4	3
Personal Involvement	3	5	5	6	3	4	2	5	4
Personal Learning	3	3	4	4	3	3	1	4	1

Leadership Assessment 9 x 9 Matrix - Table 11-21

Leadership Assessment 9 x 9 Matrix - Worksheet

	Stakeholder Value	Compelling Directive	Focused Strategy	E3 People	[Re] Design Systems	Comp-Scorecard	Org Perf Review	Align Coach Appreciate	Learn & Improve
Role Model									
Respect for People									
Collaborative									
Communication									
Persistent									
Hold Accountable									
Systems Thinking									
Personal Involvement									
Personal Learning									

Leadership Assessment 9 x 9 Matrix – Table 11-21

Collaborative Leadership Improvement Plan - **Instructions**

Strengths to Leverage	Opportunities for Improvement	Development Activities
<p>Step 1</p> <p>What is working well with your Collaborative Leadership Style?</p> <p>What behaviors should you keep and reinforce?</p>	<p>Step 2</p> <p>What is not working or missing in your Collaborative Leadership Style?</p> <p>What needs to change?</p>	<p>Step 3</p> <p>What are some things that you could do to improve the areas identified in Step 2?</p>

Collaborative Leadership Improvement Plan - Worksheet

Strengths to Leverage

Opportunities for Improvement

Development Activities

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