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April 2016 Newsletter

Creating a Collaborative Culture

Our desire to improve our condition, to overcome obstacles, to rise above, and be "better than" is the stuff of which management myth and fable are made.

For many in management, competition is the force that got them there in the first place. Then it is what keeps them on their toes, working out ways to do a better job, to improve methods, cut down costs, and show his ability to assume greater responsibilities than the next colleague, so as to gain promotion, more money, or recognition.

But competition in management can be destructive when it results in undermining the other person, putting obstacles in their path, grabbing part of his/her job, or losing sight of the welfare of the organization as a whole by turning it into a battleground for the promotion of selfish interests.



How, then, can an organization build up within it the amount of competition it needs to improve its product, increase its production, and develop its management men, and yet not have each person promoting their own interests at the expense of the organization as a whole? The solution entails developing and fostering collaboration throughout the organization and then maintaining a balance that avoids the throat-cutting of unbridled competition.

Creating a Collaborative Culture

The real issue facing management **is knowing how to forge the kind of relationships needed to effectively accomplish its goals in the marketplace.**

Mutual learning and bridging the gap between knowledge and relationships are at the core of innovation.

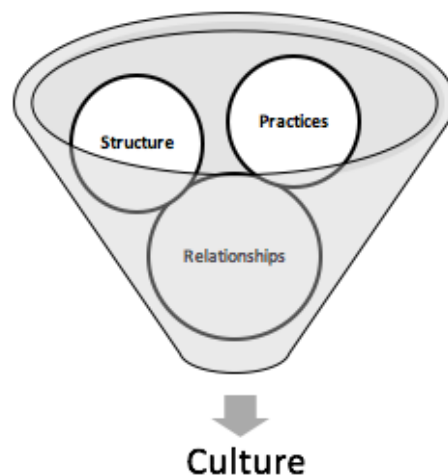
Interpersonal relationships are vital to effective organizational functioning. Extremely formal organizational structure, bureaucratic controls, excessive direction from leaders and the like often result in weakening or reducing effectiveness of managers and employees. Interactions between people within an organization significantly affect the overall competence of an organization to achieve optimal performance. (See Chris Argyris, *Interpersonal Competence and Organizational Effectiveness*, Richard D. Irwin, 1962, and *Reasoning Learning and Action*, Jossey-Bass, 1993).

In some organizations, interpersonal mistrust may exist. As mistrust occurs and conflict increases, people begin to play it safe, decrease openness and receptivity to new ideas

and become guarded in their relationships with others. This unwillingness to explore new ideas leads to an increased focus on self and protecting oneself. Dysfunctional behavior can be corrected through improved relationships and creating an organizational culture based on collaboration.

The difference between a knockdown, drag-out confrontation and collaborative problem solving exists primarily in the minds of the parties. Whether people believe their goals are predominantly competitive or cooperative affect their expectations, behavior and consequences of a conflict situation.

Organizations have three major inherent influences that form their culture:



Learn the signs of a competitive or "win-lose" orientation and about creating a collaborative culture.

Do we have a collaborative culture?

FREE ASSESSMENT

Try this New Assessment. "The Work Itself Inventory."

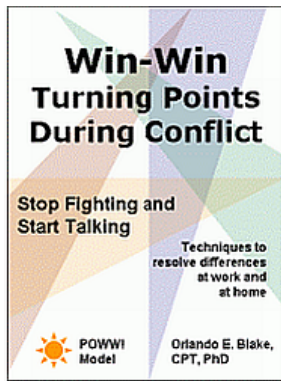
Is your organization on its way to being a great place to work or is it difficult to motivate your workers to go beyond the ordinary level? Score your organization's performance and get some direction on how to move forward to creating a great place to work.

What's My Score?

FEATURE BOOK

**Win-Win
Turning Points During Conflict
Stop Fighting and Start Talking for Managers
By: Orlando E. Blake PhD CPT**

Conflict is a fact. However, conflicts can be managed and resolutions are possible, if you know how to start talking and stop fighting. This book gives you researched techniques proven to move intractable toward mutually acceptable resolutions.



Order Here

For any questions related to collaborative culture, please contact me. I would be happy to learn more about your organization.

Sincerely,

Orlando E. Blake, PhD, CPT

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Contact Me

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