SHARING THE SECRETS Of Successful Transformation

Break down silos to collaborate and transform

Hargraves INSTITUTE

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Thriving teams, better collaboration and innovation

Collaboration - working with one or more individuals toward a common goal - is crucial in today's fast-changing environment. It enables leaders and organisations to access diverse skills and knowledge swiftly. And it's a proven method for driving innovation — we know that more and better ideas come from others (over 70%) than from individual creativity (less than 20%).

As digital technology continues to evolve alongside rapidly changing customer and employee expectations, no single team can stay up to date and effect change in large, complex organisations. Effective collaboration across all teams is essential for delivering change and thriving in this rapidly changing world.

Where do you start?

With the individual and each team.

This whitepaper introduces our research and model, with practical tools and processes to help you effectively engage team members and enhance collaboration within your team and workplace.

> "Digital transformation involves a change in leadership, different thinking, the encouragement of innovation and new business models, incorporating digitisation of assets and an increased use of technology to improve the experience of your organisation's employees, customers, suppliers, partners and stakeholders."
>
> - The Agile Elephant

Confidence & Connectedness

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Teams are built on the assumption that given the tools and opportunity, people will collaborate successfully because we are social beings.

But is it that easy?

In our hierarchical training and education systems, individual rather than collective achievement is rewarded. Many workplaces set KPIs for employees but not for teams.

That's why, when otherwise competent individuals are expected to collaborate, many are simply ill-prepared and flounder. They don't understand how to balance their individual contribution within a team effort. Many fear that sharing their knowledge and skills will be detrimental to their status and that a shared goal will conflict with their individual goal. Others are wary of collaborative tools and situations because they are unsure of how to use them.

At Hargraves, we believe that you can overcome these barriers by addressing two key attributes: **confidence** and **connectedness**. If every individual within the team feels confident about their place and their purpose, and they know how to connect with others both personally and digitally, collaboration will be more successful.

CONFIDENCE comes from the feeling that:

Autonomy

You have control over your work. Hierarchies operate so those at the top of the structure have autonomy and those at the bottom have almost no control. Teams provide the opportunity for much more distributed control among members; however, in many cases, these opportunities are not realised.

Competence

You can deliver what is asked of you. Individuals don't have to be experts; they have to be sufficiently competent to contribute, while also being able to acknowledge what they need to learn. A feeling of incompetence leads to defensiveness and ultimately, disengagement.

Sense of progress

You are moving forward, which comes from having an overall direction or goal and getting regular, constructive feedback. A sense of progress provides the motivation to keep going. Without it, there will be a loss of morale and momentum.

CONNECTEDNESS comes from the feeling that:

Belonging

You are a valued part of something bigger and you value others. People often default to their tribal preferences but, in an increasingly diverse workforce, we need to find the bonds between people who are different. These bonds can be forged by shared purpose, respect and finding common interests. When people don't feel that they belong, they cease to contribute.

Trust

You will not be harmed. That your interests will be served as you will serve the interests of others. Trust provides the psychological safety for individuals to be themselves and respectfully say what they feel, without fear of ridicule or condescension. A lack of trust within a team breeds toxicity.

Engagement

You want to reach out to others, and others want to reach out to you to achieve a common purpose. You feel you have the interpersonal skills to connect with others online and in person, and you are open to their ideas and insights as they are open to yours.

Collaboration Assessment Tool

The first step to addressing these barriers is to uncover them.

Hargraves' Collaboration Assessment Tool is a simple and effective measure of collaboration for individuals. It helps identify how people really feel about collaborating in a given situation. Different contexts will evoke different responses. For example, within a project team someone may feel both confident and connected, however, on the management team they may not.

Answer 6 simple questions around confidence and connectedness by giving each question a score between 0 and 10. Before you start, think about the context in which you'll be answering the questions. For example, think of a team or a work group that you are part of, or a particular situation that requires you to collaborate.

Now use the Assessment Tool to discover how you really feel about collaboration.

"It is the long history of humankind (and animal kind, too) that those who learned to collaborate and improvise most effectively have prevailed."

- Charles Darwin

How to use the Collaboration Assessment Tool

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STEP 1: Write down the context/situation:

STEP 2: For each of the 6 main questions in the diagram (over page), give yourself a score between 0 and 10, where 0 is "not at all" and 10 is "totally". Use the prompt questions to clarify your thinking. Enter your score for each question into the relevant box. Once you have answered all six questions, enter your total score for CONFIDENCE and your total score for CONNECTEDNESS into the relevant "total" box.

STEP 3: Now, add your total CONFIDENCE and total CONNECTEDNESS scores together. What's your combined score?
(Best practice scores are higher than 50. Median scores are between 40 and 50.)

STEP 4: Insights & Action Plan. Review the strategies on page 8, then design an action plan to help you (individually) and your team (collectively) develop collaborative habits and behaviours.

Collaboration Assessment Tool

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Autonomy: *You feel you have control over your work*

- Do you understand your role within the team?
- Do you have freedom to work out the process for working towards your goals?
- Do you have the freedom to form and maintain relationships with others to help you achieve your goals?

Belonging: *You feel part of something bigger, that you are valued and you value others*

- Do you feel your voice is heard?
- Do you look for things you have in common with others?
- Do you volunteer for tasks and roles?
- Are you aware of your personal blind spots in dealing with people who are different?

Competence: *You feel you can deliver what is asked of you*

- Do you have the technical expertise to deliver?
- Do you have the interpersonal skills to deliver?
- Do you have the technology skills to deliver?
- Are you open to new skills and knowledge?
- Do you ask for help when you need to?

Confidence *and motivation to contribute*

Connectedness *both internally and externally*

Trust: *You feel safe and create safety for others*

- Do you feel others will help you?
- Do you help others when asked?
- Do you feel others have the competence needed for the project?
- Do you feel safe to challenge, ask questions and contribute?
- Do you trust the organisation you work in?

Sense of progress: *You feel you are moving towards a common purpose that is meaningful*

- Are you clear about the goals of the project?
- Are you motivated by the goals of the project?
- Do you get constructive and regular feedback, so you can progress?

Engagement: *You want to engage, and others want to engage with you*

- Do you reach out in constructive ways, using the tools and platforms available?
- Do others reach out to you and do you respond appropriately?
- Do you enjoy the company of others in your team?
- Are you and others reliable?

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How do you build better collaboration?

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Strategies to support your Insights and Action Plan

WHAT CAN YOU DO?

Be confident

- Identify your strengths and align to the needs of the team
- Ask for feedback and act on it
- Ask for training in collaboration and/or technical skills
- Speak up, stand up and show up — increase your visibility

Build confidence

- Lead by example — demonstrate how to collaborate well
- Give team members clear roles and responsibilities (what)
- Allow improvisation in process (how)
- Give fair and constructive feedback
- Allocate team roles equitably
- Set team goals and individual goals, and unite under one purpose
- Provide reward and recognition for healthy collaboration
- Offer training that develops both collaborative skills and leadership for collaboration
- Give all employees a voice — that is a platform and acknowledgement

WHAT CAN YOUR TEAM DO?

Be connected

- Find out what you have in common with others
- Participate actively in meetings and online
- Reach out and respond when asked
- Be helpful and ask for help
- Have good conversations — in person and online

Build connections

- Integrate collaborative working in all parts of the organisation, not just in project teams
- Encourage different viewpoints and respectful disagreement
- Use disagreement to deepen relationships and improve outcomes
- Focus on relationship building
- Select appropriate collaborative tools and platforms, and drive people to use them
- Establish agreed guidelines for healthy collaboration online and in person
- Encourage curiosity and helpfulness
- Make use of brokers and connectors

Making change happen, since 2006

Hargraves Institute is Australia's first innovation consultancy, founded on community and collaboration. What sets us apart? With 20 years of research and experience, we empower leaders and teams through our unique tools and a People-First Approach.

Through coaching, training, and facilitation, you'll experience a proven approach focusing on four key pillars: individuals, processes, ideas, and collaboration to drive sustainable growth and success.

We'll work with you, engaging everyone and embedding tools and skills to build diverse, high-performing teams, improve relationships and culture, and create a lasting impact across your organisation. With 'Ideas-first' to foster innovation and drive effective strategy execution.

Discover the Hargraves difference today and learn how we can help you make change happen – for you, your team, and your organisation.

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