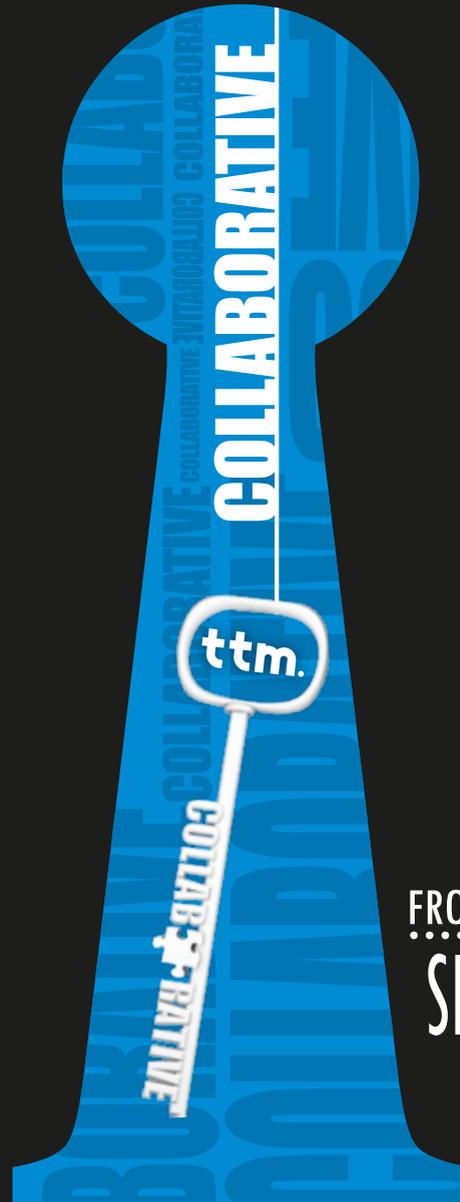


# ttm.

Total Talent Management



FROM  
...  
SKILLS  
TO  
...  
BEHAVIOURS!

**BEHAVIOURS!**  
BE DIFFERENT . ACT DIFFERENT

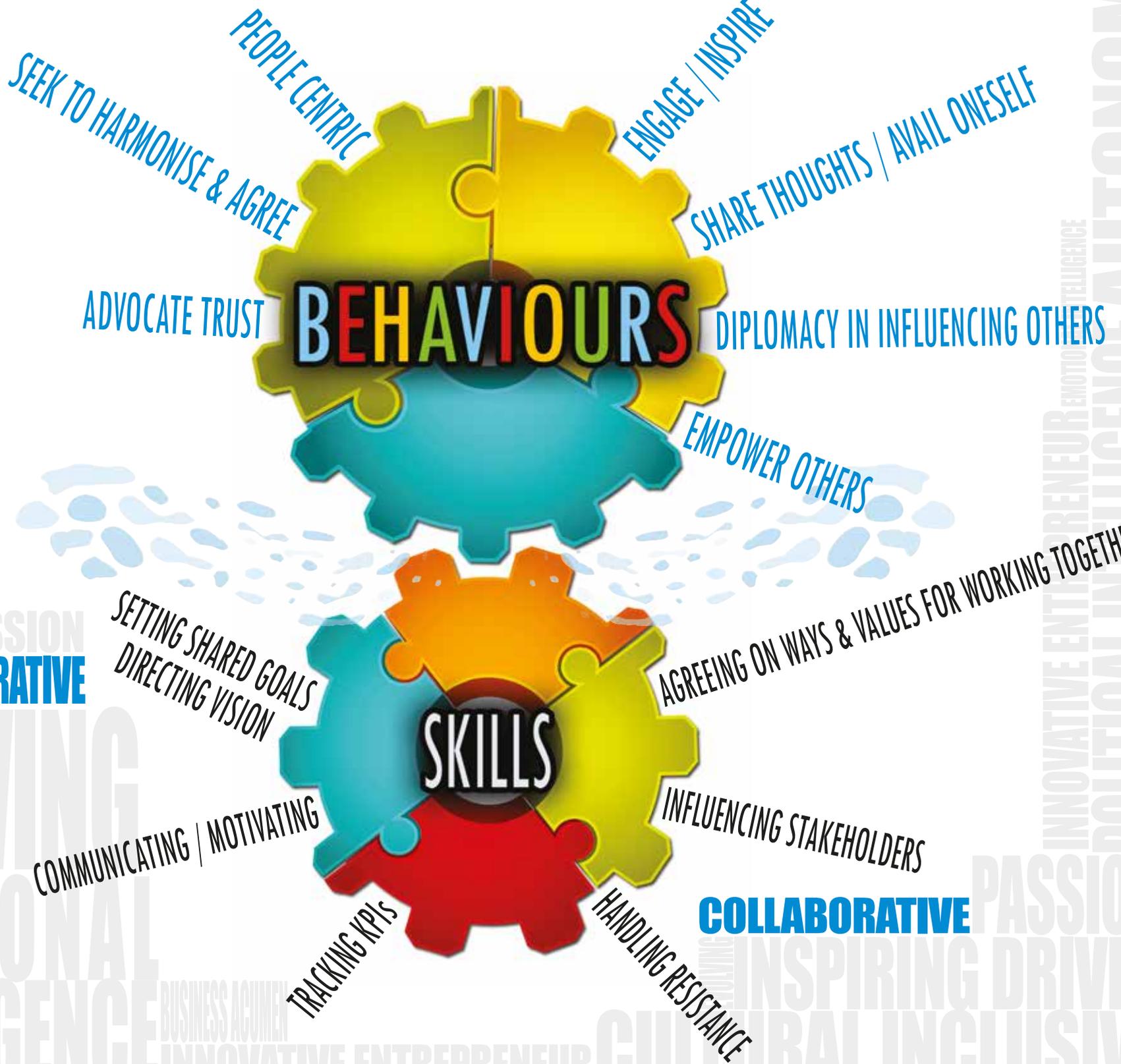
**COLLABORATIVE**

**COLLABORATIVE**

BUSINESS ACUMEN  
POLITICAL INTELLIGENCE  
INSPIRING DRIVER  
EMOTIONAL INTELLIGENCE  
EVOLVING  
PASSION  
CULTURAL INCLUSIVENESS  
INNOVATIVE ENTREPRENEUR  
COLLABORATIVE

# BEHAVIOURS

# SKILLS



# What Is **COLLABORATIVE?**

Collaborative leadership is an increasingly viral source of competitive advantage in today's highly networked, team based, and partnership-orientated business environment. However, few leaders have been trained to lead collaboratively; especially those who climbed the organisational ladder in a different era. In a nutshell, collaborative leadership emphasises behaviours related to the common understanding of the diversity of roles and also of the ability to appreciate differences among peers, team members and stakeholders.

## Why Is It Important ?

Leaders today need an expanded repertoire of skills and a new mind-set to succeed in a fast-paced, chaotic, and highly competitive business environment. They must be able to think strategically in a global context, articulate an inspiring vision across cultures, and make wise choices amid complexity and uncertainty. They must lead global teams, build dynamic networks, and grow the company's ability to compete around the world. Increasingly, this calls for collaborative leadership, and the creation of collaborative cultures that can harness the knowledge and expertise of all stakeholders to innovate, partner effectively, compete and win!

In addition, building a collaborative behaviour enhances the organisation's and the individual's ability to capture opportunities through the appreciation of the various roles and responsibilities among team members and harnesses their efforts to achieve competitive advantage over competitors.



## How Do We Build A **COLLABORATIVE** Work Force ?

By collaborative leadership we mean the process of engaging collective intelligence to deliver results across organisational boundaries. It is grounded in a belief that all of us together can be smarter, more creative and more competent than any of us alone; especially when it comes to addressing the kinds of novel, complex, multifaceted problems that organisations face today. It calls on leaders to use the power of influence rather than positional authority to engage and align people, focus their teams, sustain momentum, and perform.

Success depends on creating an environment of trust, mutual respect, and shared aspiration in which all can contribute fully and openly in achieving collective goals. Leaders must focus on relationships as well as results, and the medium through which they operate is high quality conversation.

Working in this way can be challenging for leaders who have established a track record of success by exerting unqualified command over the people and resources under their control. Few leaders have been trained to lead collaboratively, especially at the senior level, and in many cases the culture and reward systems in organisations discourage collaboration. Developing leaders with the capacity to collaborate and creating aligned cultures, thus go hand in hand.

It is an incredibly challenging work, but it is also increasingly vital for business success.

# The COLLABORATIVE Delegate



This programme is designed for the front-line delegates and professional staff /supervisors. They will be living the collaborative behaviours like caring, cooperative, harmonising, diversity-appreciation, communicating and win-win collaboration. They will be also practicing and building the skills to demonstrate these behaviours as follows:

- Understand and appreciate the collaborative leadership quality for the nurturing of high performance organisations. Focus on the team goals and live the team values.
- What does it take to build these collaborative behaviours? How to become a collaborative team member and contribute to the achievement of the team performance goals?
- How to develop a mind-set shift from a 'me' based orientation, to a 'we' centred approach?
- Build the skills of resolving conflict with peers, customers and other stakeholders in order to make sure you achieve the anticipated results.
- Understand how to contribute as a team member in building and sustaining highly collaborative performing teams.



## Module 1: Why are Collaborative Behaviours Necessary in Today's Business Environment

Collaborative behaviours in a competitive business environment.

What is collaborative behaviour all about?

...

## Module 2: The Collaborative Delegate; A Cooperative Team Player

What is a highly collaborative team?

Different types / contexts of highly collaborative teams.

Understand the stages a high performance team passes through.

Roles and responsibilities of collaborative delegates in relation to nurturing cooperation and performance.

Collaborative delegates and dealing with conflicts within teams.

...

## Module 3: Collaborative Delegates Appreciate the Diversity of Roles / Responsibilities

Enable others through empowerment.

The impact of diversity of roles and responsibilities on team performance and collaboration.

Build a high performing learning organisation.

How thinking preference and brain dominance impact the team productivity.

How collaborative team players / delegates excel in these diverse teams.

Be sure that others are committed to the agreed goals.

...

## Module 4: Collaborative Delegates and Influencing Assertively

Identify the dynamics for interpersonal effectiveness and constructive openness in a collaborative environment.

Identify cognitive thinking styles and their influence in identifying the needs and expectations of their counterparts in business.

The necessity of assertiveness as a core skill of mastering communication, and putting your point across while maintaining an understanding attitude.

Assertive behaviour versus aggressive behaviour.

Influencing techniques in handling conflict.

## Module 1:

Why Collaborative Behaviours are Necessary in Today's Business Environment

Collaborative behaviours in a competitive business environment.

What is collaborative behaviour all about?

Role of managers in building a highly collaborative team.

...

## Module 2:

Team Cohesiveness & Collaboration

What is a highly collaborative team? How does it differ from working groups?

What are the characteristics of a collaborative team and what are the different types of collaborative teams?

Understanding the evolving stages of collaborative teams (forming, storming, norming, performing and adjourning).

Team roles and diversity! Who does what in a team? What is the best mix of roles? highly

...

## Module 3:

Leaders Responsiveness to Team Members

Appreciating diversity in team roles and responsibilities. How leaders facilitate and appreciate the input of various team members?

Handling conflict within a team.

OPRI Model - Objectives, Roles, Process, Interpersonal - for a successful team.

A leaders responsiveness to team needs through various stages of development to improve performance.

...

## Module 4:

Influencing Stakeholders in a Collaborative Team Context

This module focuses on the enhancement of the managers' abilities on how to effectively influence team members / other stakeholders and further enhance and influence skills across other departments in order to achieve their own and also other team members goals:

What is influence in collaborative teams?

Choosing your basic influencing strategy.

How to assess their own credibility and the factors that influence your credibility rating.

Handling conflicts and influencing across when you have no authority.

How to deal constructively with resistance from your colleagues and staff?



# The COLLABORATIVE Manager

This programme broadly targets managers regardless of their functional background or level (line, middle or senior managers). They will benefit from capturing the collaborative behaviours that should be demonstrated by them / their subordinates, such as trust, team work, caring versus aggressiveness, support, respect for each other, being a team player and an influencer. Your managers will grow and will learn how to develop a working environment of shared values and mutual intent. They will experience, practice and build skills to help them develop these behaviours in themselves and their teams:

- Understand and appreciate the collaborative leadership quality for the nurturing of high performance organisations - Setting clear team goals and direction.
- What does it take to build a highly collaborative team?
- The various types of highly collaborative teams.
- A leader's role in building a highly collaborative team.
- Managers' responsiveness to the various stages of a highly collaborative team.
- Strategies to influence team members and resolve conflicts.
- Understand how to contribute as a team member in building and sustaining highly collaborative performing teams.

# The COLLABORATIVE Executive / Leader



This programme targets the senior executives in the organisation and pays ample focus to their role in developing the culture of collaboration and nurturing its essence to ignite the spirit at all levels of the organisation. Executives will be taken through a thought-provoking learning experience to shape the anticipated collaborative behaviours like mutual support, open mind, mutual empowerment, partnership and mutual accountability. Your highly valued executives will develop a collaborative culture, and they will be mission and value driven. They will be skilful communicators who achieve sustained results and influence others. They will experience, practice and build skills to help them develop these behaviours in themselves and their organisations:

- Collaborative leaders set inspiring visions, and clarity of direction.
- The role of leadership styles in transforming these visions, goals and missions into reality. The role of developing a collaborative culture in nurturing an unshakeable commitment a shared purpose and collective goals.
- Understand the link between the hard aspects of the business (strategy, system, and structure) with the soft aspects (style, skills, staff).
- Orchestrating the various teams to exceed the goals set. Influencing across the organisation and making your impact. Networking, as a great tool to influence people and stakeholders to achieve sustainable growth.

## Module 1:

**Why Collaborative Leadership in Today's Business Environment**  
Globalisation and its impact on organisations.

Collaborative behaviours in a competitive business environment.

What is collaborative behaviour all about?

How can leaders build a competitive edge based on collaborative approach?

...

## Module 2:

**Collaborative Leaders Set Inspiring Visions**

Setting inspiring visions and direction. Understanding the role of setting a clear vision and direction for the business and people performance.

Collaborative leaders align vision, values and culture that promotes trust and integrity.

Nurturing a collaborative organisational environment.

...

## Module 3:

**Collaborative Leaders Excel Through Others**

Aligning business units, functions and other stakeholders towards the stated direction.

Creating systems and processes for communication and coordination.

Clarifying roles and decision rights.

Understanding the different stages of organisational development and the leaders responsiveness to these various stages.

Forging a shared purpose that inspires all participants.

Crafting agreements for engagement and accountability.

...

## Module 4:

**Collaborative Leaders Influence Effectively to Achieve the Company Goals**

This module focuses on the enhancement of the executives' abilities to deal with, and handle the organisational maze and structure, in a way to influence and involve stakeholders in order to achieve their organisational goals:

What is influence in a collaborative environment?

Choosing your basic influencing strategy (PUSH-BUILD).

How to assess their own credibility and the factors that influence your credibility rating.

Handling conflicts and influencing across when without authority.

How to deal constructively with resistance from your colleagues and staff.

