"By 2020, more than a third of the desired core skill sets of most occupations will be comprised of skills that are not yet considered crucial to the job today, according to our respondents. Overall, social skills - such as persuasion, emotional intelligence and teaching others - will be in higher demand across industries than narrow technical skills, such as programming or equipment operation and control. In essence, technical skills will need to be supplemented with strong social and collaborative skills."

WORLD ECONOMIC FORUM THE FUTURE OF JOBS AND SKILLS (2016)
Collaborative burnout

“Whether your team or organisation is looking to increase its effectiveness or your organisation is already working with another to develop a service or product, ultimately to do good collaboration is to do good conflict.”


Why mentioning collaboration can raise blood pressure

Collaboration is not right for every situation nor does collaboration guarantee a better outcome.
What collaboration is about - and not about

If two men on the same job agree all the time, then one is useless. If they disagree all the time, both are useless.
DARYL F. ZANUCK, FILM PRODUCER

Trust in theory: trust in practice

25% of respondents would never work with someone who they don’t trust.
THE CHALLENGE OF COLLABORATION SURVEY, CEDR
54% said it was a fact of life you worked with someone you don’t trust.

THE CHALLENGE OF COLLABORATION
SURVEY, CEDR

73% said they would not raise trust issues with a colleague.

THE CHALLENGE OF COLLABORATION
SURVEY, CEDR
Honesty is by far the most important factor in developing trust. 69% of respondents named it as an important attribute.
THE CHALLENGE OF COLLABORATION SURVEY, CEDR

When you find yourself on the side of the majority, you should pause and reflect.
MARK TWAIN, WRITER
Fright rather than fight?

On top of groupthink and group polarisation, many in the team may also be predisposed to avoiding conflict; a very common and very human tendency.
Cultural differences reflected in direct and indirect communication styles

Lack of communication and lack of leadership are the two most cited reasons for teamwork breaking down.

THE CHALLENGE OF COLLABORATION SURVEY, CEDR

Mediation and collaboration as part of the organisational mindset
Failed collaboration’s ‘risk to reputation’ and ‘effect on company’s morale’ were identified as the biggest perceived risks of failed collaboration.

THE CHALLENGE OF COLLABORATION SURVEY, CEDR

How good are you at conflict?
Collaborative resources

- Information
- Social
- Personal

Tips: Redistributing collaborative work

- Encourage behavioural change
- Reward good collaboration
- Consider structural changes
- Make most of technology and physical space
Cohesive team

Derived from Patrick Lencioni's *The Five Dysfunctions of a Team*, 2002

- **Results**
  - Focus on *collective* outcomes

- **Accountability**
  - Help people get back on track when they've made their commitments

- **Commitment**
  - Clarity and buy-in

- **Conflict**
  - Constructive ideological debate

- **Trust**
  - Be vulnerable, without fear of repercussions

Takeaways

- **Collaboration is not an outcome**
- **Continuous harmony does not make a great team**
- **Relationships are important, so is getting the job done**
- **Communication, culture and complexity trump process**
- **It doesn’t all depend on the leader**
Centre for Effective Disputes Resolution
70 Fleet Street
London, EC4Y 1EU
www.cedr.com

Find our Guidance for Collaborative Working at:

Thank you!