



Leading Change
Through Collaboration

Unleashing Creativity and Innovation Through Collaboration



Leading Change
Through Collaboration

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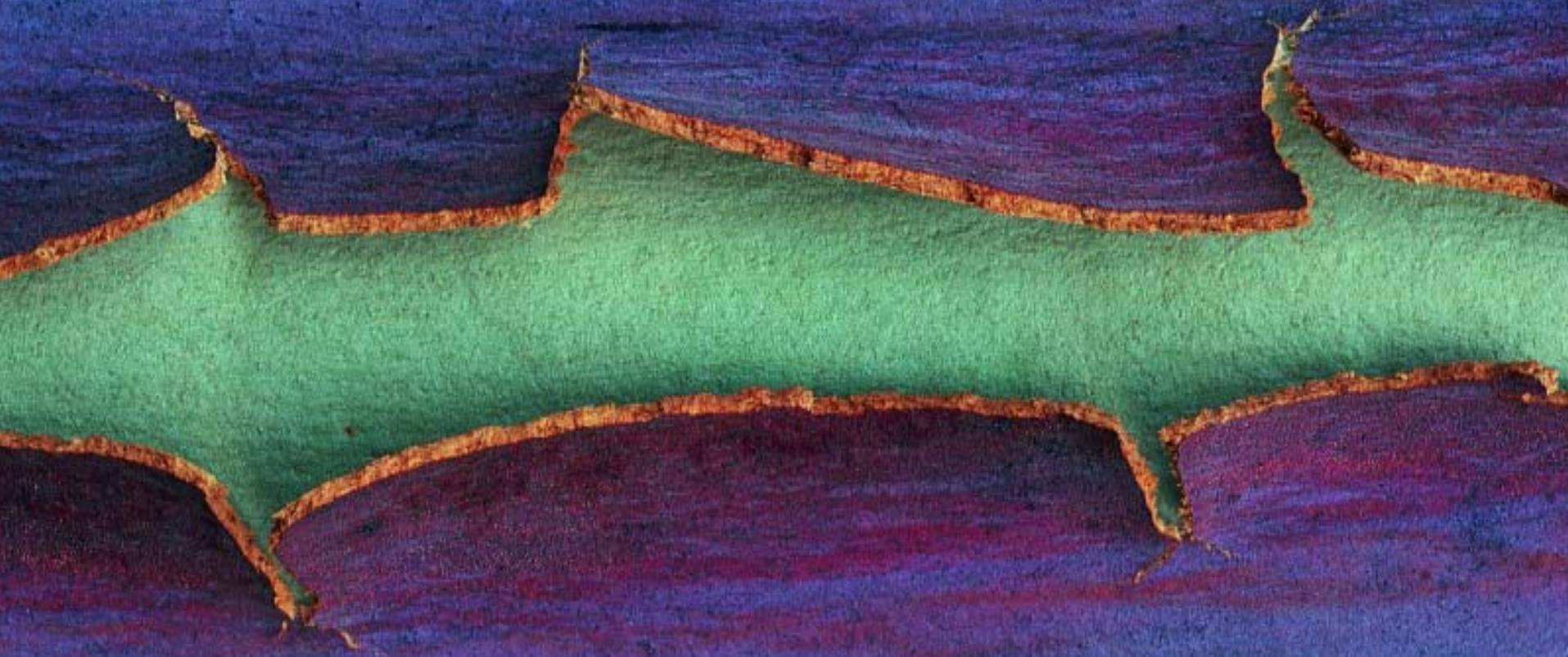


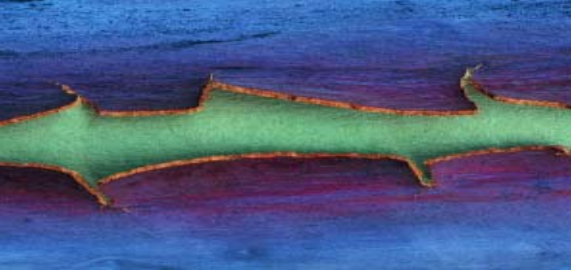
Agenda

- Individuals
- Collaboration
 - Open Environment
 - The 3 C's
 - Collaboration
- Leadership Tips
- Summary



Unleash Creativity and Innovation



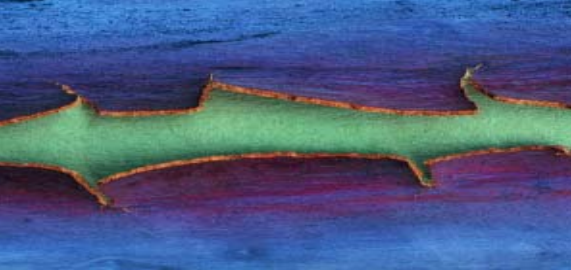


Leadership Challenges

“The way you will thrive in this environment is by innovating – innovating in technologies, innovating strategies, innovating business models.”

- IBM CEO Samuel J. Palmisano

[BusinessWeek, April 24, 2006]



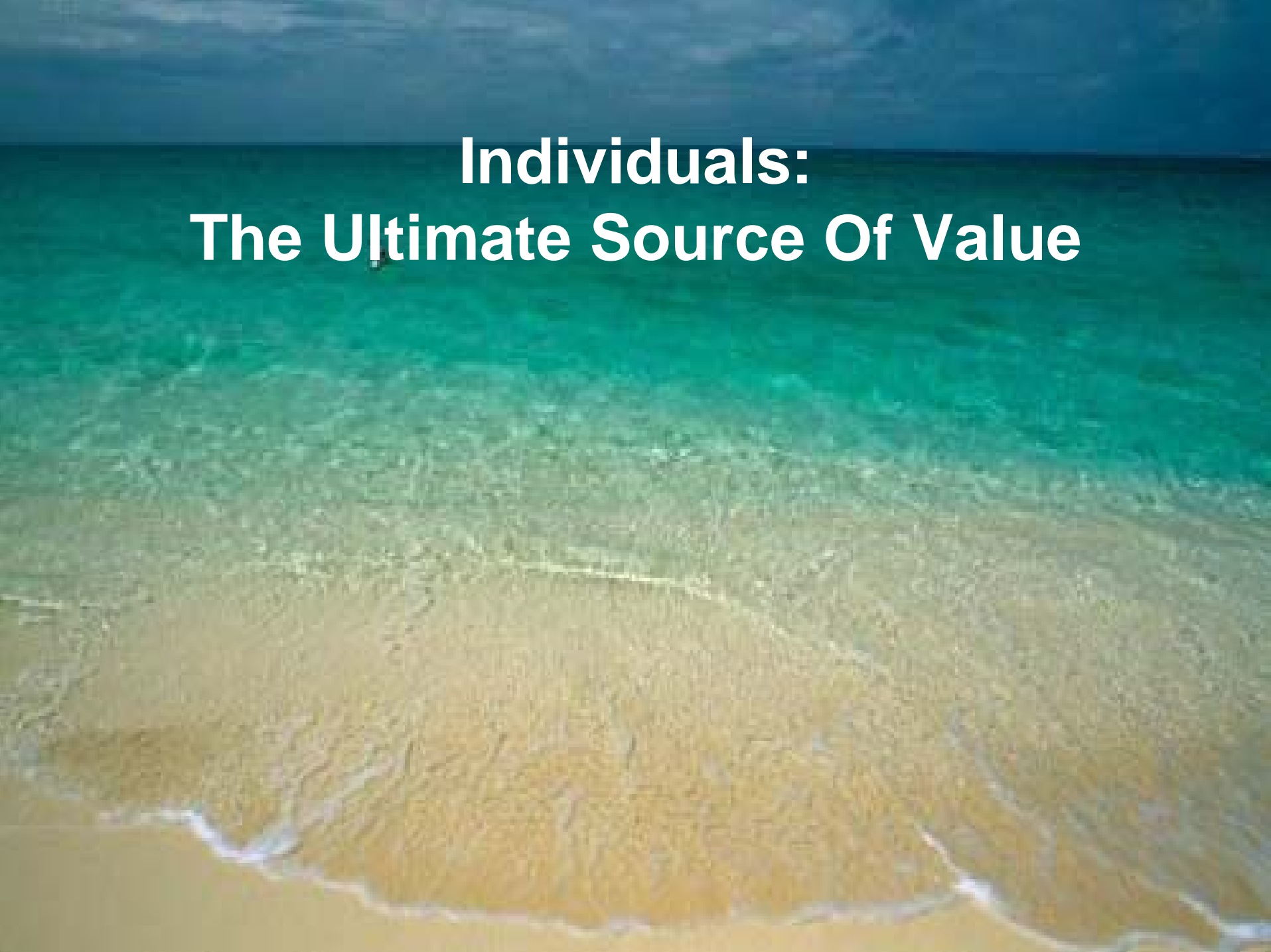
Leadership Challenges

“It’s no longer enough to respond to change; today organizations must lead change or be left behind.”

- Pollyanna Pixton

A photograph of tall reeds with dark seed pods against a blurred background of water and a warm sunset sky. The reeds are in the foreground, and the background is a soft, out-of-focus mix of orange, yellow, and blue tones, suggesting a sunset or sunrise over a body of water.

**The answers are in your
organization.**

An aerial photograph of a tropical beach. The top portion of the image shows a dark blue sky with light clouds. Below the sky is a vast expanse of turquoise ocean water. The bottom portion of the image shows a wide, sandy beach with light-colored sand. The water's edge is marked by gentle waves and white foam. The overall scene is serene and idyllic.

Individuals: The Ultimate Source Of Value



Individuals

**The
Right
People**





The Right People

Hire and promote:

- First on the basis of **integrity**
- Second, **motivation**
- Third, **capacity**
- Fourth, **understanding**
- Fifth, **knowledge**
- Last and least, **experience**



- Dee Hock, CEO Emeritus VISA International



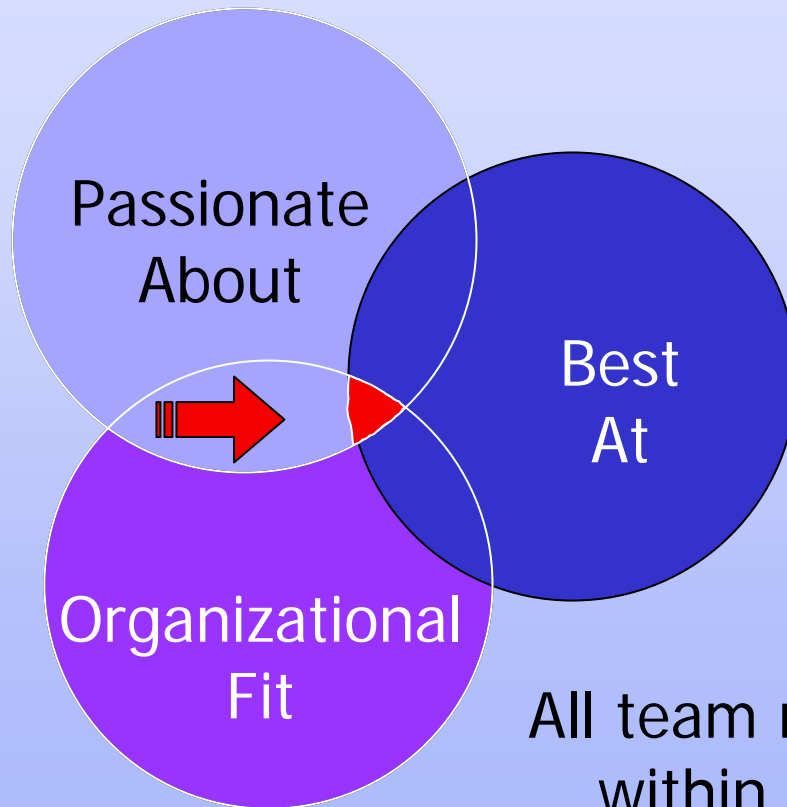
The Right People

- Authenticity
- Attitude
- Intelligence
- Talent





The Right People



All team members operate within the intersection

Get the right people on the bus in the right seats.





Get the wrong people off the bus.

The background of the slide is an abstract pattern of diagonal stripes. The stripes are primarily orange and yellow, with some green stripes interspersed. The stripes are separated by thin, dark lines, creating a textured, layered effect. The overall color palette is warm and vibrant.

Create An Environment Where
Individuals
Can Make A Difference

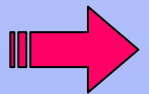


Open Environment



Open Environment

- What kind of environment do we need to:
 - Foster creativity and innovation?
 - Encourage ideas?
 - Create team ownership and commitment?
 - Implement mission critical and differentiation ideas?



What is an Open Environment?



Open Environment

Trust First!





Great Environments

- Make sure everyone has what they need to succeed.

Authentic Motivation

The 3 C's:

- **Collaboration**
- **Choice**
- **Content**

- *Alfie Kohn*
"Punished By Rewards"

A photograph of a vineyard with several grapevines in the foreground and a field of golden wheat in the background. The word "Collaboration" is overlaid in white text.

Collaboration



None of us are as smart as all of us.

- Japanese Proverb



Collaboration Model

Convene People From The *Entire Enterprise!*

Customers
Marketing
Sales
Finance
Technology
Manufacturing
Stakeholders





Collaboration Model

Foster
Creativity &
Innovation
via

Collaboration Process





Collaborative Leadership

Step Aside,
Let
Them
Work!





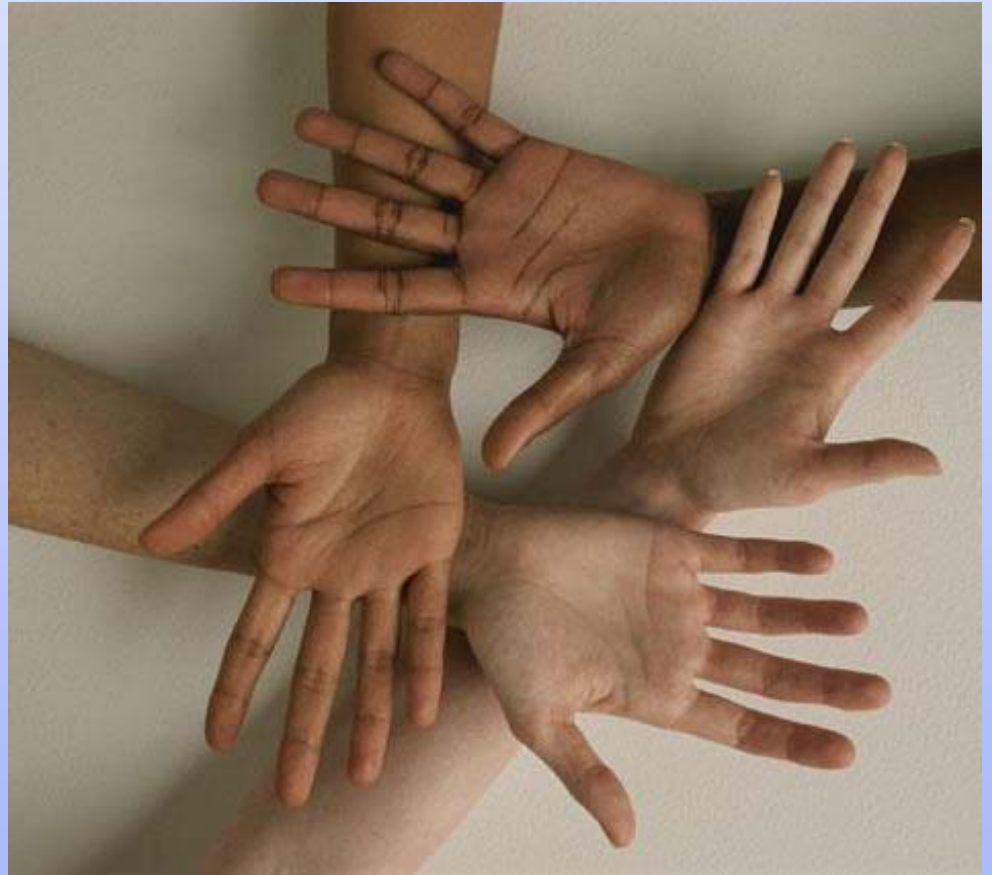
Collaboration Process



Collaboration Process

1. Agree to:

- Goals
- Objectives
- Purpose





Collaboration Process

2. Brainstorm

3. Group

4. Prioritize

Based on ???





Collaboration Process

5. Individuals
Volunteer
For What
And
By When



Choice



Choice

Let Individuals Choose 'How'

Let Teams Decide

- On success measurements
- How to hold each other accountable
- Self-evaluations and what to share with leadership



Choice

They tell you
what needs
to happen
for success
and results.





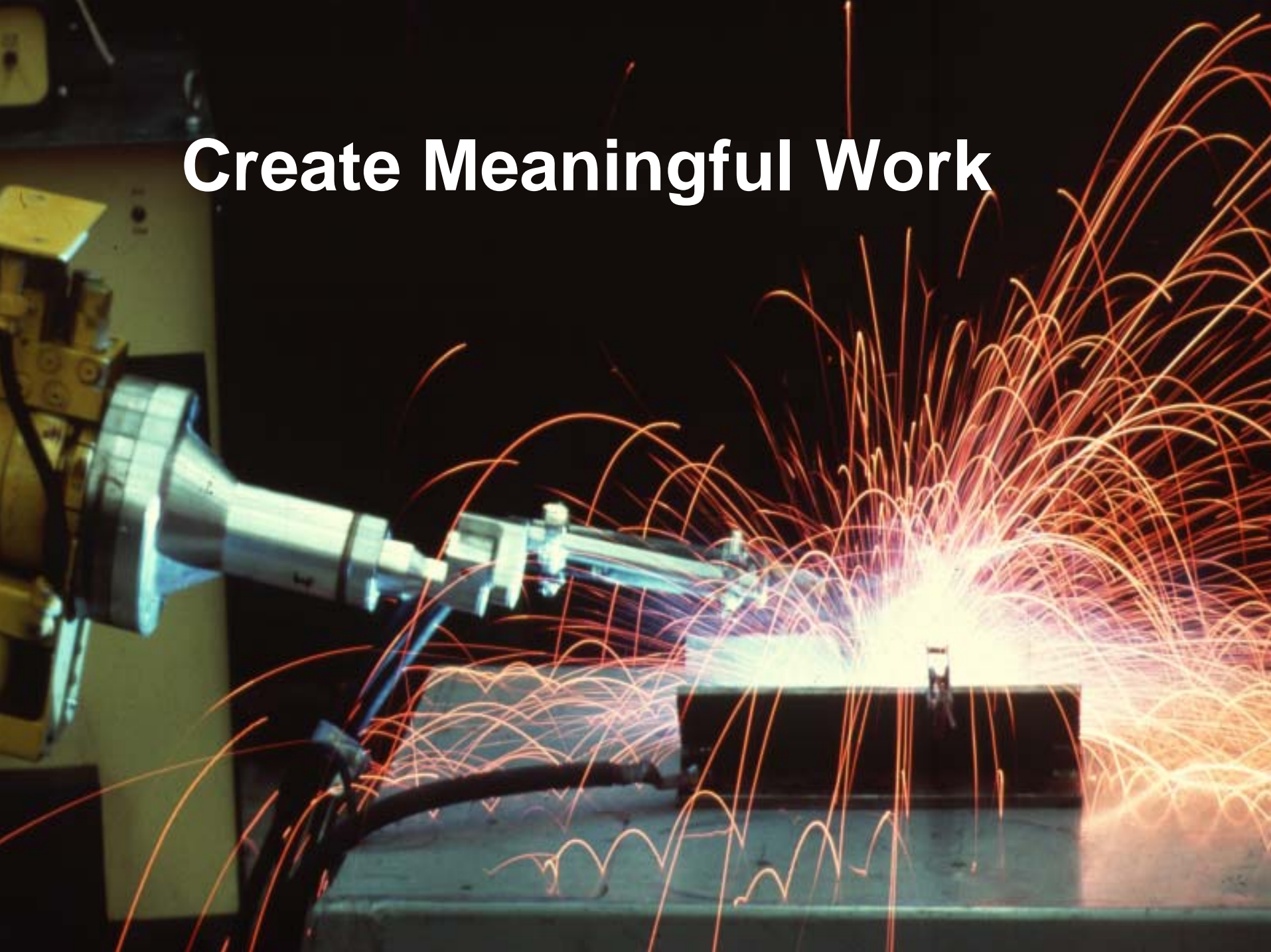
Great Leadership

- Create a place where people want to be not have to be.

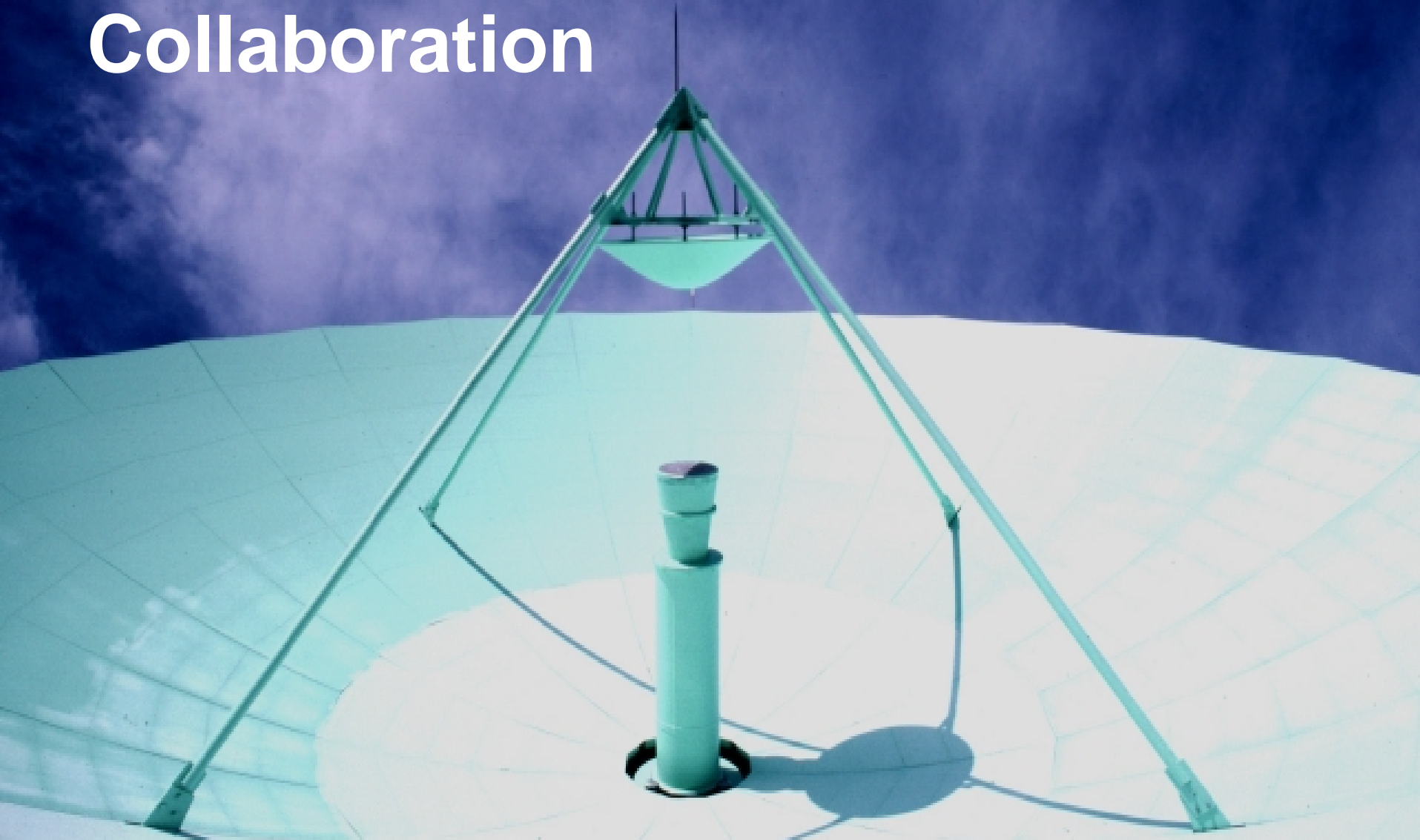
Content



Create Meaningful Work



What Kind of Leader Leads Collaboration





Keep the Focus
Remove Obstacles
Leadership Tips



Leadership

Ricardo Semler, CEO of Semco, believes that all people desire to achieve excellence and that autocracy dampens people's creativity and motivation.

- The Seven-Day Weekend



Leadership

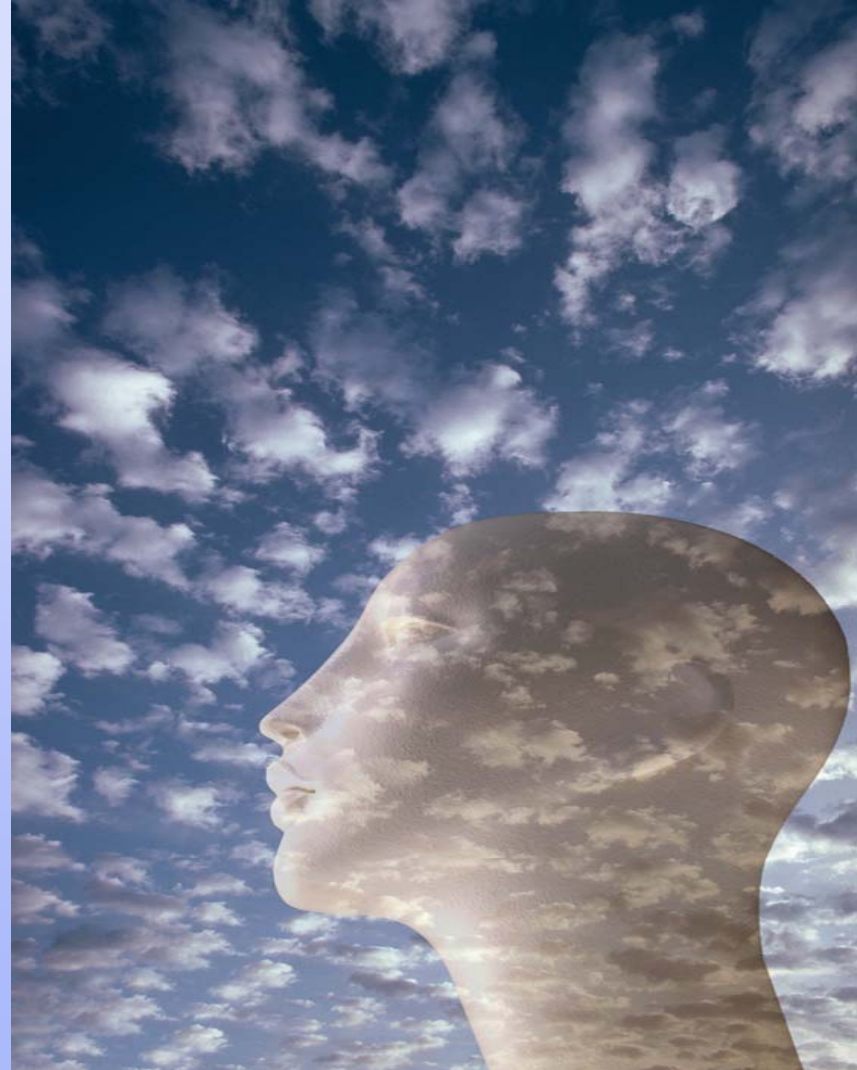
Influence Not Authority





Leadership

Keep
the
Purpose
Alive





Leadership

Everyone
Sees the
Big Picture





Leadership

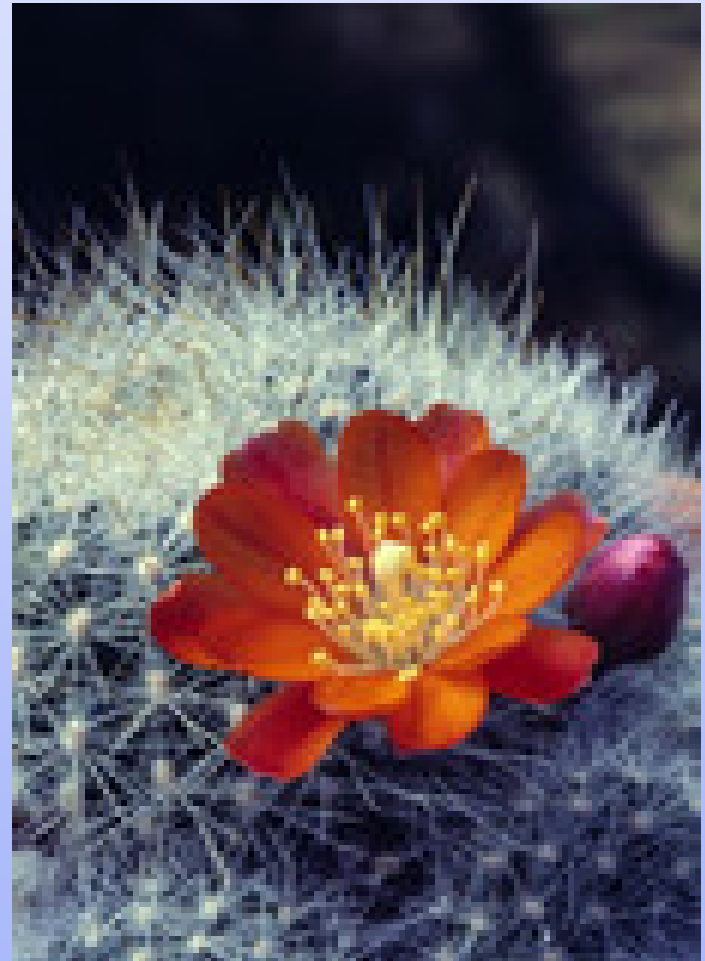
Fix
Processes
Not
People





Leadership

No Such Thing
As
'Constructive
Criticism'





Leadership

Feedback That Honors the Relationship





Leadership

Fail Early – Fail Fast!





Leadership

“Organizations change in the direction in which they inquire.”

Inquire.
Question.
Listen.





Leadership

Free Team to Question, Analyze
and Investigate





Leadership

The Opposite of Control is Discovery




People Need Leaders



**To Unleash Creativity and
Innovation ...**



- 
- A long bridge with many supports spans across a wide body of water. The sky is a mix of orange, yellow, and pink, suggesting a sunset or sunrise. The water is dark blue with some white foam from waves. In the bottom right corner, there are dark, silhouetted rocks.
- **Create an Open Environment**
 - **Bring the Right People Together**
 - **Authentically Motivate:
The 3 C's**
 - **Stand Back and Deliver**



Leadership Tips

- Push Decisions to the Edge of the Organization
- Ask, Don't Tell
- Communicate: Total Transparency
- Remove Boulders: Carry Water
- Stand Back
- Guide Through Questions
- Take the Fun Out of Being Dysfunctional



Summary

Leadership 'Tipping Point':

- When to lead?
- When to step back?
- Where is your 'Tipping Point'?
- How can you step up and still be collaborative?





Unleashing Innovation

Your Questions?



References

- ***Stand Back and Deliver***, co-author, published by Addison Wesley, due out in November 2008
- ***The Seven-Day Weekend***, Ricardo Semler
- ***Orbiting the Giant Hairball: A Corporate Fool's Guide to Surviving with Grace***, Gordon MacKenzie
- ***Organizing Genius, The Secrets of Creative Collaboration***, Warren Bennis



Contact

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