



APPLICATION GUIDE – JANUARY 2018

Culture of Collaboration – Part 1

BOTTOM LINE:

An organization's productivity depends upon collaboration and cooperation.

KEY TAKEAWAYS:

- In Patrick Lencioni's book *The Five Dysfunctions of a Team*, he states, "The ultimate dysfunction of a team is the tendency of members to care about something other than the collective goals of the group." The tendency is for individuals to think of themselves first, their team second, and the organization last.
- In order for an organization to create a culture of collaboration, leaders must be intentional about avoiding the following:
 - **Personal Fame.** Personal fame creates an unhealthy gravitational pull toward the famed individual. The extra attention creates a culture of entitlement around the individual, which pulls the front end of the organization out of alignment.
 - **Leveraging the Organization for Personal Gain.** Leaders can focus on creating great organizations or using the organization to create a name for themselves. What's good for an individual is rarely what's best for the organization.
 - **Entitlement.** Leaders create, steward, and embody corporate culture. If the leader's tone, posture, style, and behavior at work require a disproportional amount of energy and attention, cooperation and collaboration are virtually impossible. Entitlement will lure you away from what's best for the organization.
- Here are two statements and a question that can guide leaders as they work to create a culture of collaboration:
 1. "I'm here to facilitate your success, regardless of where our names are on the organizational chart."
 2. "While our responsibilities differ, we are both essential to the success of the organization."
 3. "What can I do to help?"

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION:

1. In what ways is your organization at risk regarding personal fame, leveraging the organization for personal gain, or entitlement?
2. Where does entitlement generally begin for a person in your position, industry, or profession?
3. How can you use your influence in the organization to help others, and ultimately the organization, succeed?

RESOURCE MENTIONED:

The Five Dysfunctions of a Team by Patrick Lencioni