

Training : Cross Team Collaboration

PT-FREEPORT INDONESIA

WE ARE ONE

MODULE 1

We Are One





“To lead a team is to **serve** it. Success comes from lifting others up, not standing on them.”
– Simon Sinek

EXPERIENCES AND EXPECTATIONS

EXPERIENCE



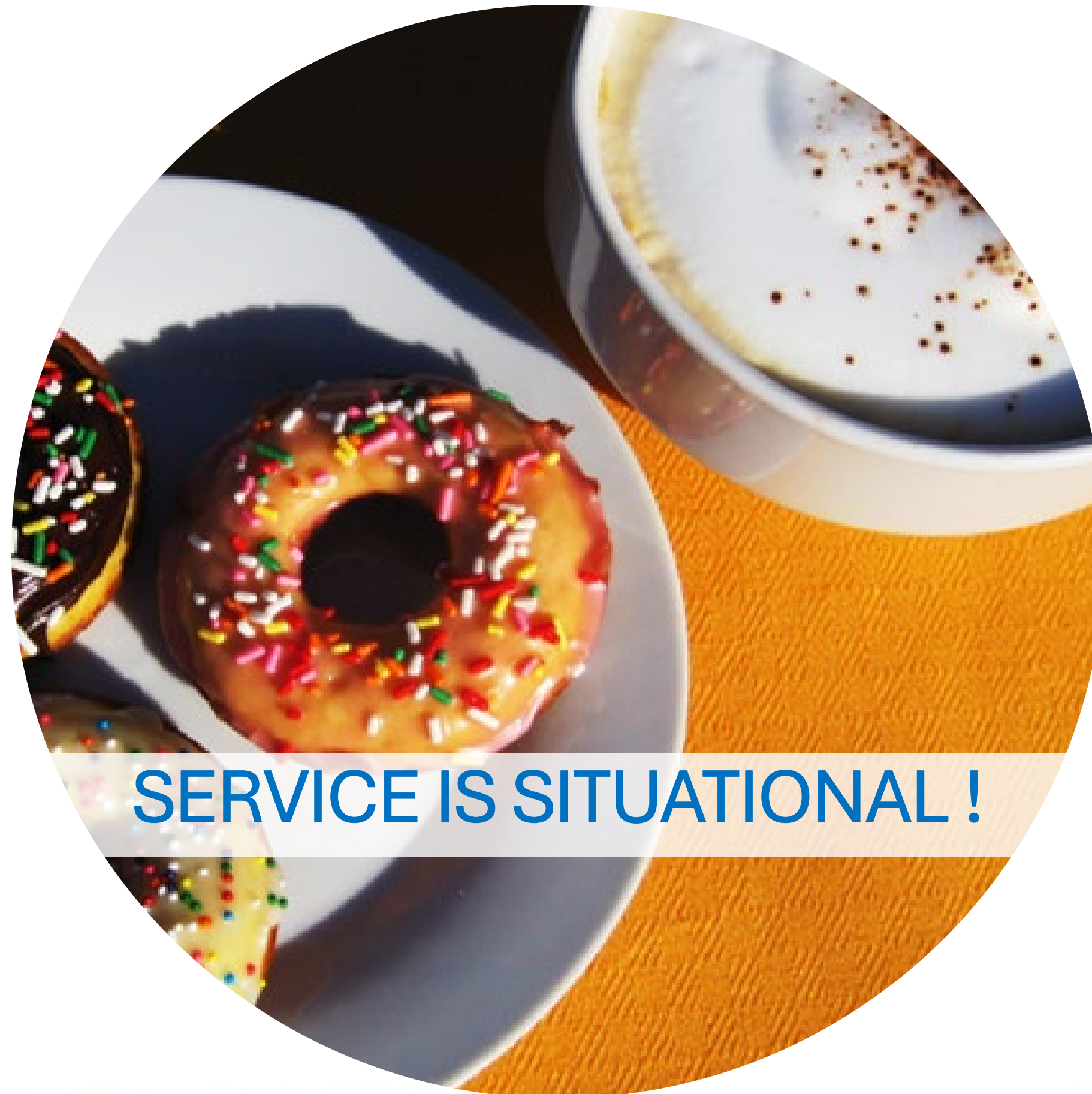
EXPECTATION

EXPERIENCE

EXPECTATION



SERVICE IS SUBJECTIVE



SERVICE IS SITUATIONAL!

- As the customer, we all have *Mental Stop Watch*.
- We assess anything all the time and it will affect our expectation



Speed is not only related to fast food restaurant



The speed in service directly impact your sales number

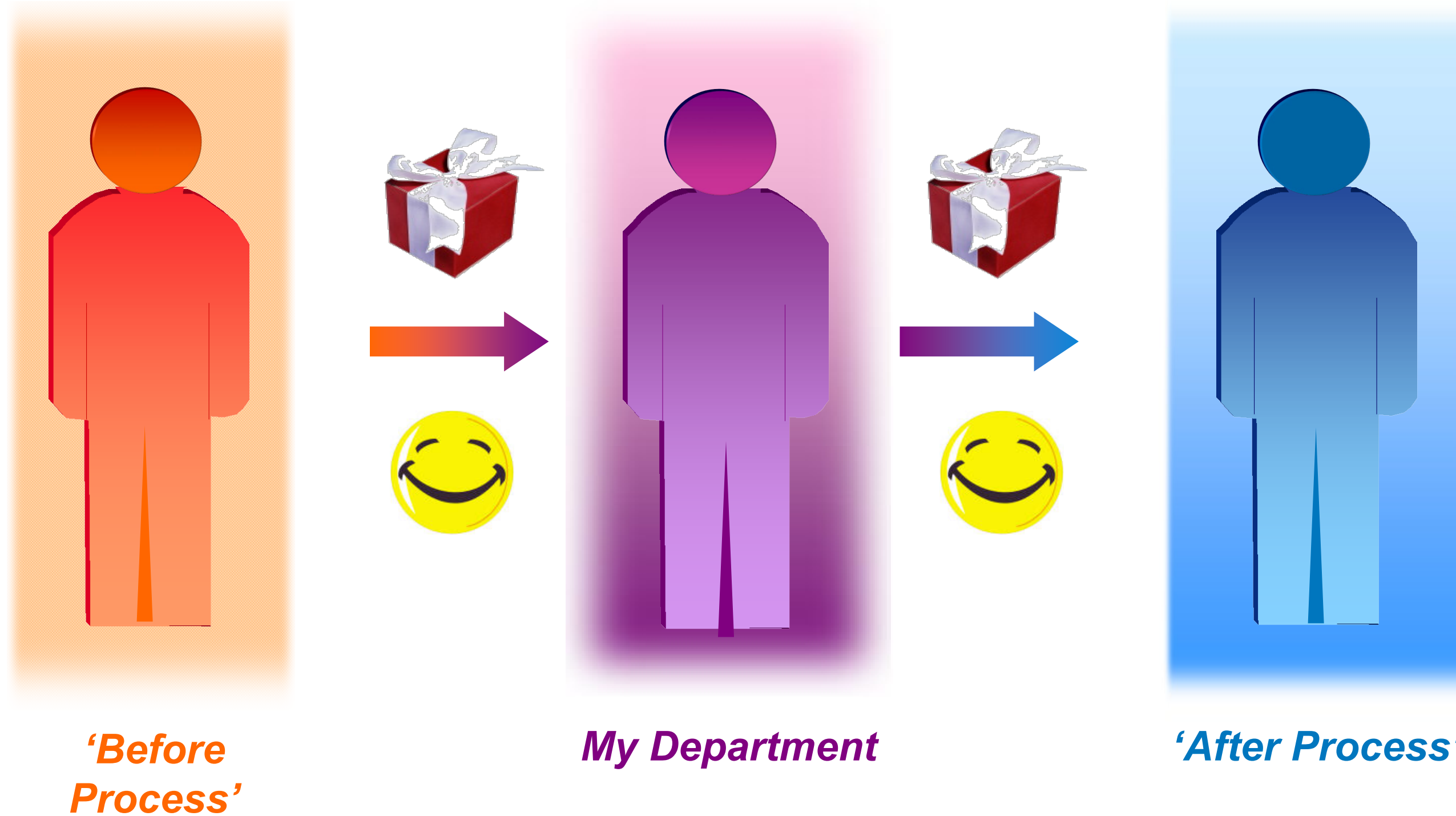
If your line is moving because the company's speed in service is good, people will not mind to wait

If there is 1 or 2 people in your line and it takes more than 10 minutes, people might end up upset when their turn comes

John Scardapane,
Founder and CEO Saladworks, Philadelphia

SPEED IS A SERVICE ISSUE

We are all connected..







Discussion: Operational Excellence

My Before Process	My Next Process	Key Factors to Achieve Operational Excellence	What are the effect if we can't achieve it?

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MODULE 2

Aligning Cross Functional Priority



Why we all need to understand our priority?

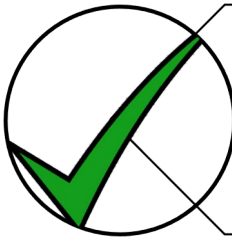
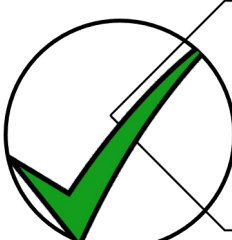
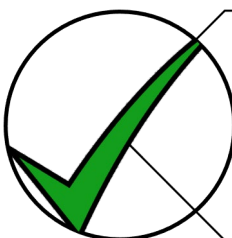
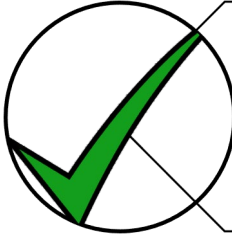
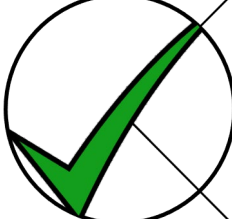


- Our **resources are limited**
- Most of what we do **will be low in value** if we never realize what are the impacts of everything that we do
- We all want to **achieve our KPI**

PRIORITY MATRIX

	IMPORTANT	LESS IMPORTANT
URGENT		
LESS URGENT		

KEY TIPS : PRIORITY

-  Priority is a combination of importance and urgency
-  Priority is set by our work objectives
-  Important is not always urgent
-  Important but less urgent tasks are often forgotten
-  Prioritize, if possible, more important tasks





Small Group Discussion:

Identification of work priorities in each department using priority matrix

My to do list:

- 1.
- 2.
- 3.

PRIORITY MATRIX

	IMPORTANT	LESS IMPORTANT
URGENT		
LESS URGENT		

Cross Team Collaboration

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MODUL 3

Breaking Silo Mentality for Cross Function Collaboration



What is a Team Charter?

A team agreement document that contains:

- Team Goals
- Roles & Responsibilities
- Values & Work Ethics
- Communication Rules
- Conflict Resolution

Why is **Team Charter** Important?

- Prevent assumptions & miscommunication
- Clarify roles and expectations
- Increase collaboration & trust
- Facilitate problem solving



Workshop : Collaborative Team Charter

- 2 or more departments that will often work together are working on 1 team charter
- Discussion and draft content:**
 - 1) Collaboration Goals
 - 2) Expectations
 - 3) Communication Rules
 - 4) Work Value
 - 5) Conflict Resolution
- Write down minimum **3 shared commitments**



Collaborative Team Charter

1. Collaboration Goals:	
2. Expectation	
3 Communication Rules:	4. Work Values:
5. Conflict Resolutions:	
Shared Commitments:	

Cross Function Team Charter

Shared Commitment:

- 1.
- 2.
- 3.

Signed by: *(all team members)*

Cross Team Collaboration

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MODUL 4

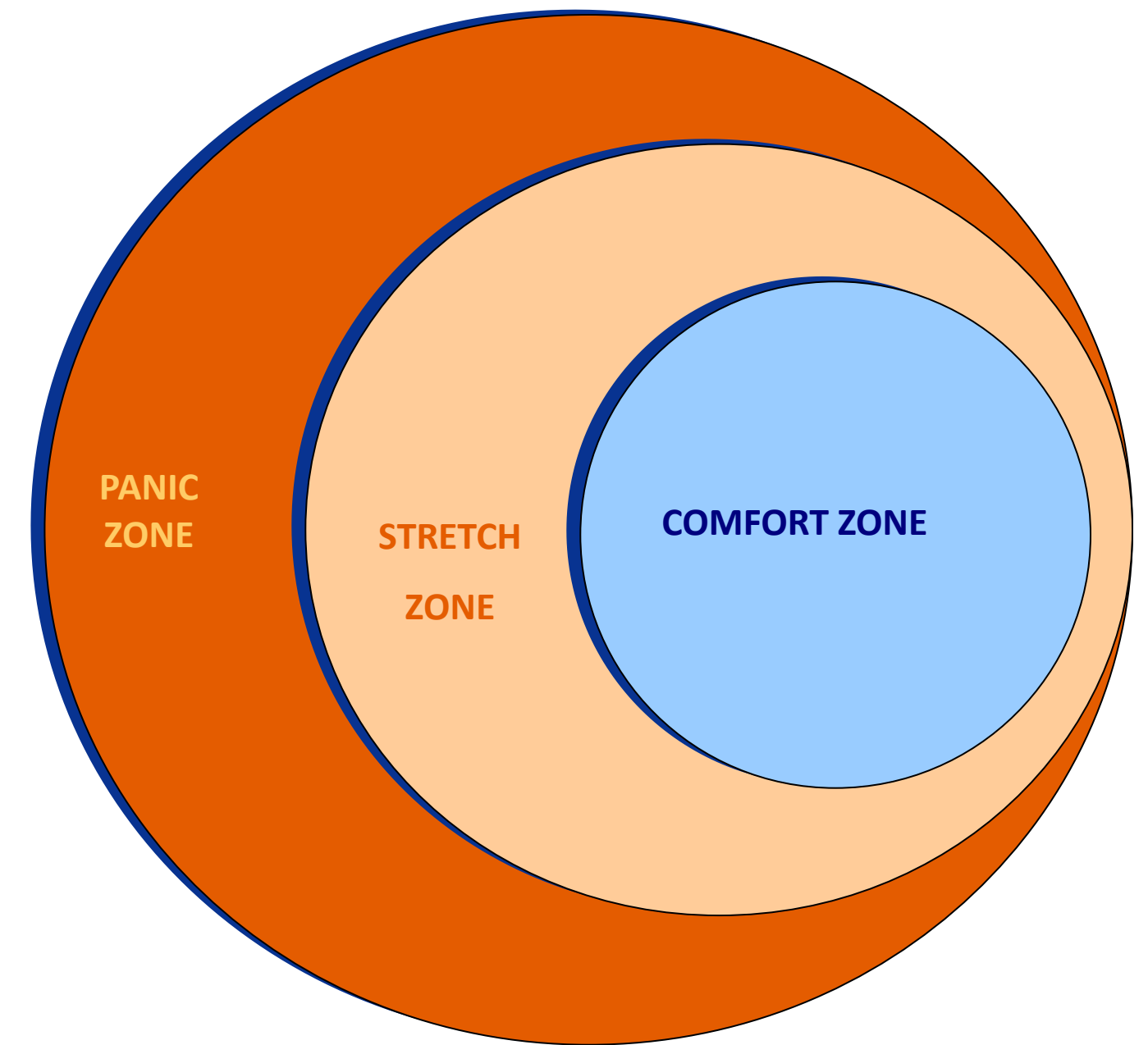
Change Management

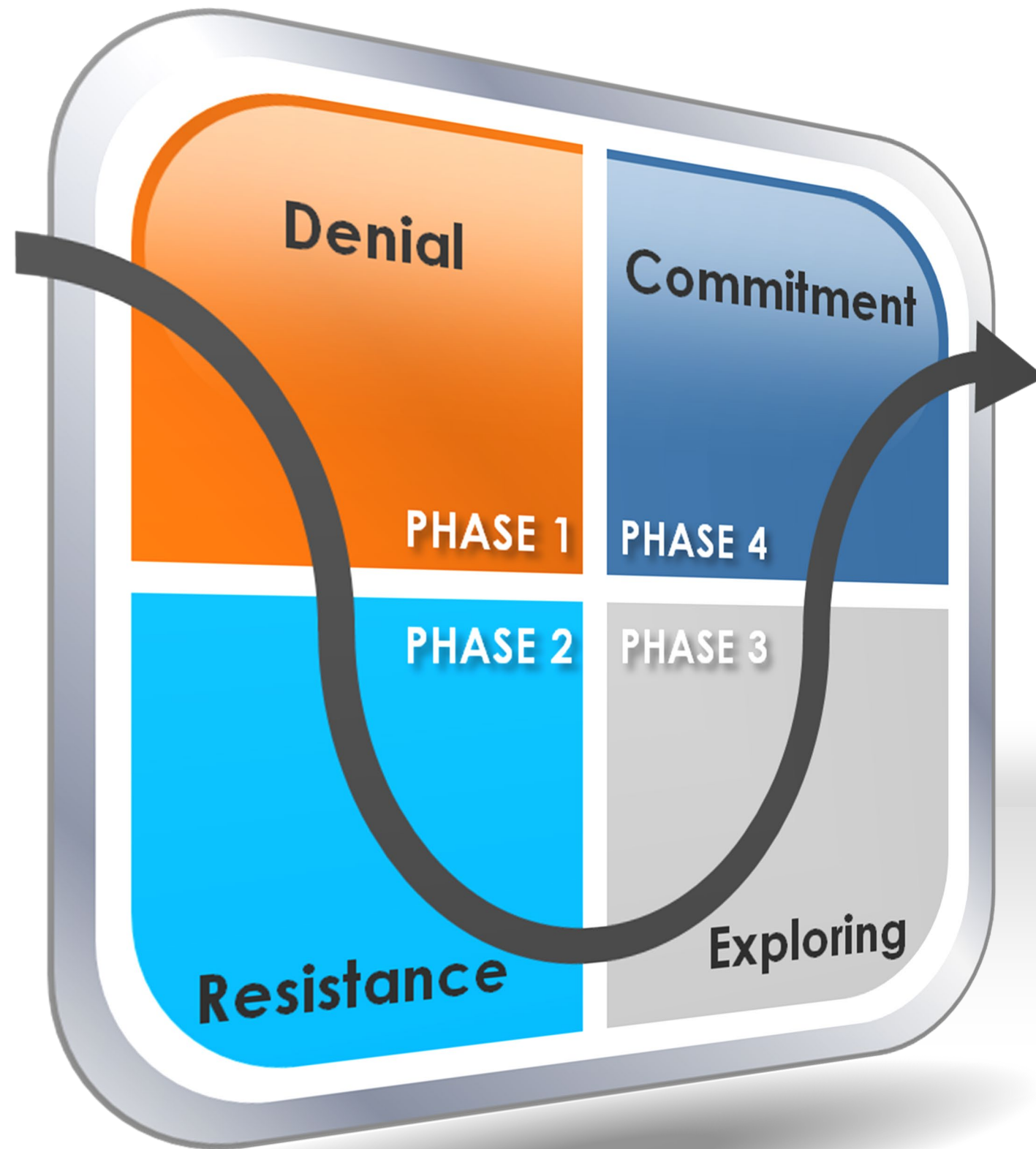
Change Zones

Comfort Zone is the zone where people feel they do not need to change or the changes. People are here because we tend to like all the things that have been familiar and become a part of our daily routine.

Panic Zone is the zone where people feel overwhelmed with various new things that come simultaneously.

Stretch Zone is the flexible zone in the middle. It is the zone that will we suppose to be from time to time. Here, we push ourselves to step up from things that are too comfortable and to try something new.





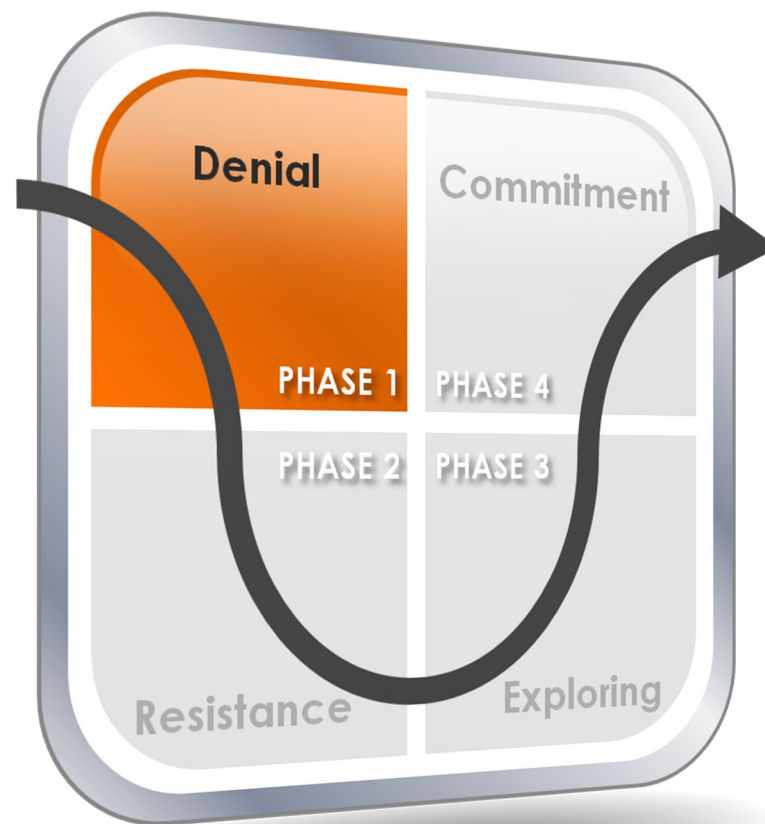
Change Curve Model
***Mastering the Change Curve**
- Dennis T. Jaffe and Cynthia P Scott

DISCUSSION:

What people would say, do and feel (in organizational context) in each phase?



Phase 1 Denial



“

The change doesn't concern me.

The process of change hasn't started yet.

I won't waste my time worrying about a change.

I've got no opinion about the change.

Change? I don't know, I just try to do what I ought to.

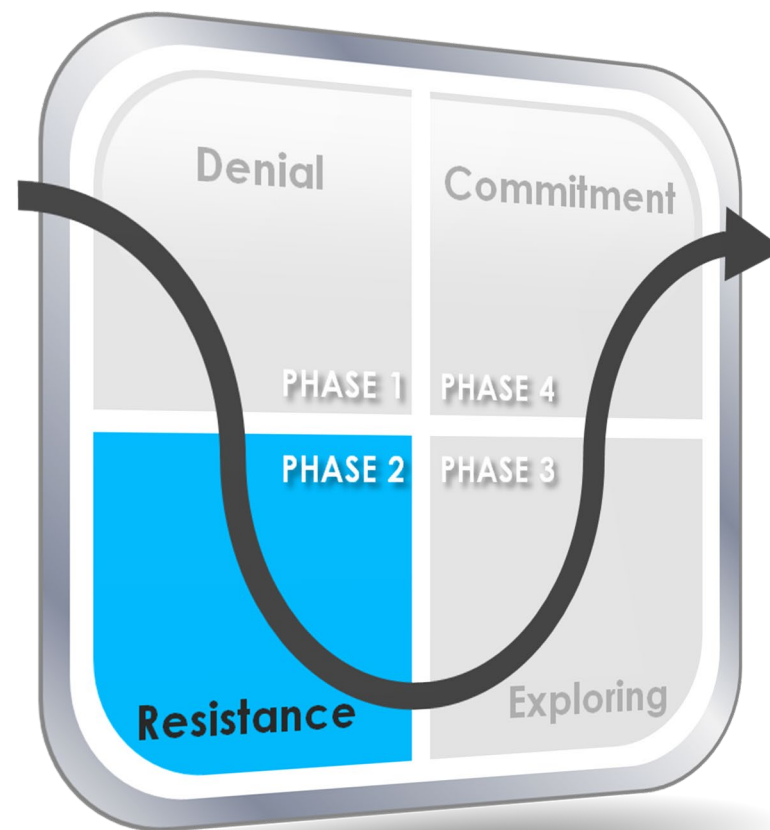
I'm sure the whole commotion will end shortly.

I don't have time to think about a change.

The change won't really affect my work; I'm going to do the same anyway.

”

Phase 2 Resistance



“

I'd rather things remained as they are.

I have nothing to say about this change.

The change is introduced in the wrong moment and in a wrong way.

I reckon the change is bad for the company.

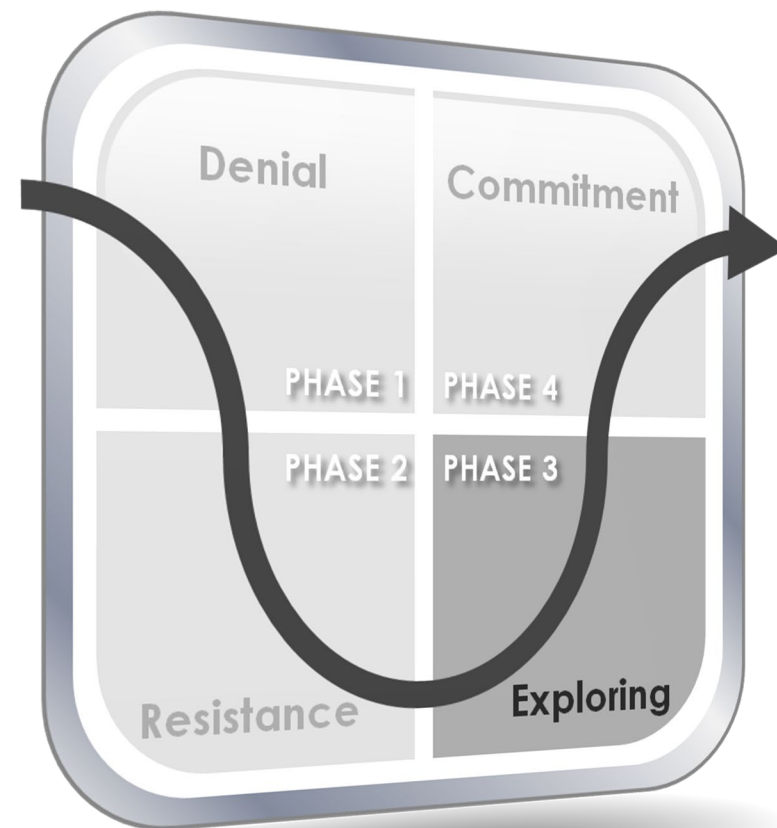
What has been going on here is upsetting me.

I can't focus on my tasks.

The way the change is introduced really gets on my nerves.

”

Phase 3 **Exploring**



“

I can see positive aspects of the change and I am getting to like it.

I am starting to accept the fact that working in a new reality is possible – I am learning all the time.

The change can really create many new opportunities.

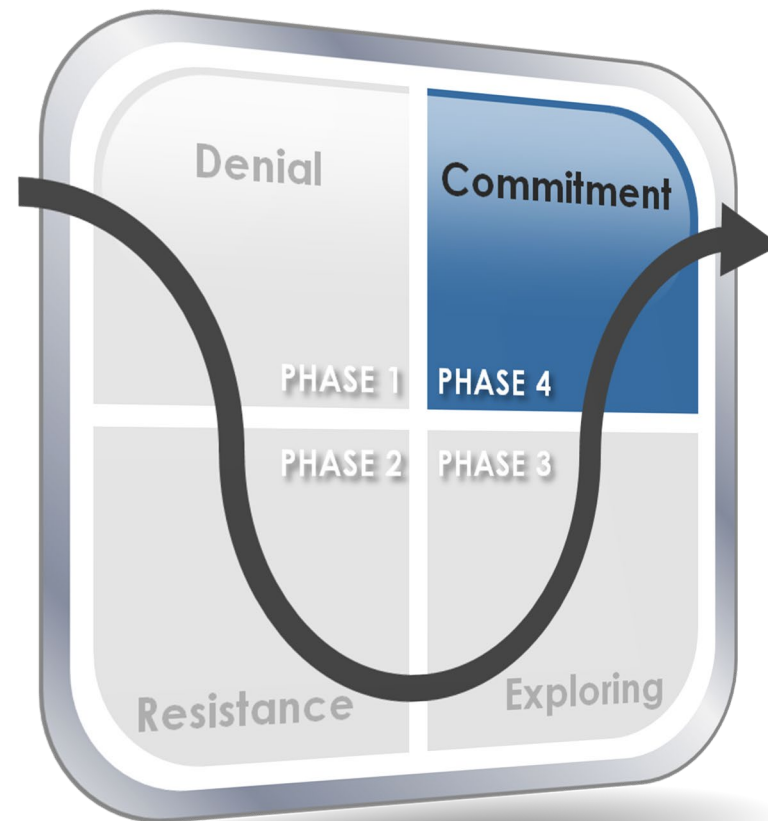
I've had the feeling that I've got much more energy to deal with change.

I get the impression that the worst stage of the change is already behind us.

The whole process has taught me a lot.

”

Phase 4 Commitment



I can't even imagine coming back to what used to be earlier.

We've really come through a lot.

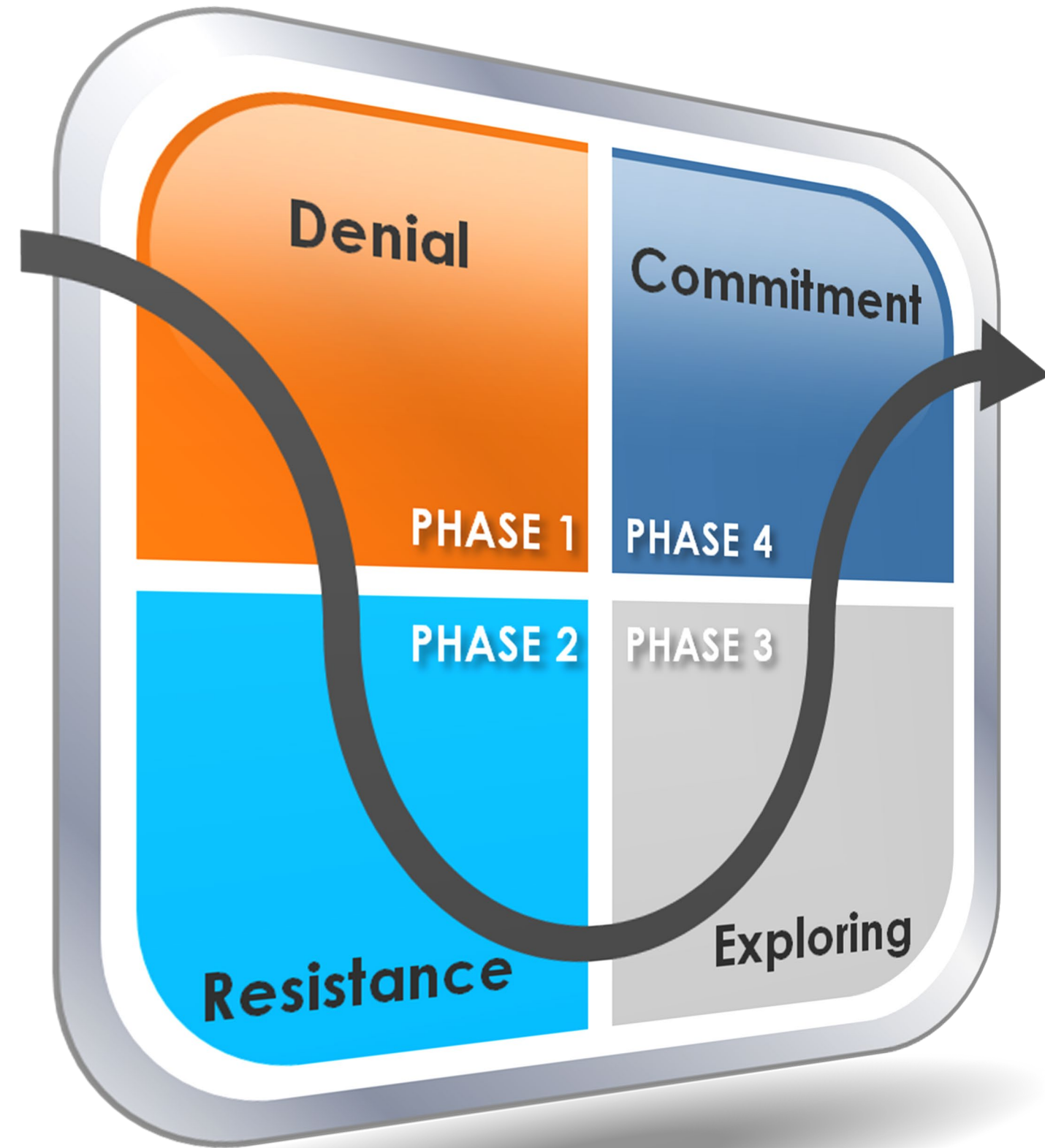
The new solutions have really worked well.

The experience has taught me a lot.

It's been a real lesson for the company.

I think we can congratulate each other.

My work has become more pleasant than it used to be.



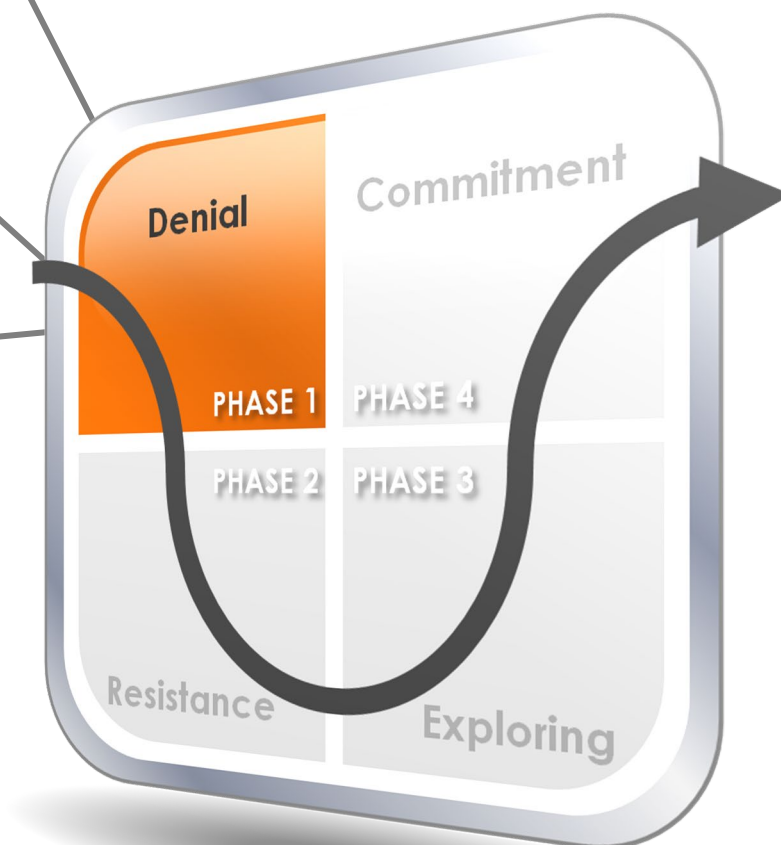
How to Move Forward?

Pay attention to what is going on around you; look for information about the changes around you.

Talk to your co-workers about their feelings and reflections related to the change.

Learn as much as you can about the causes of the changes that are taking place.

Phase 1
Denial



Be aware of your own feelings and accept the fact that in such situations negative emotions are natural.

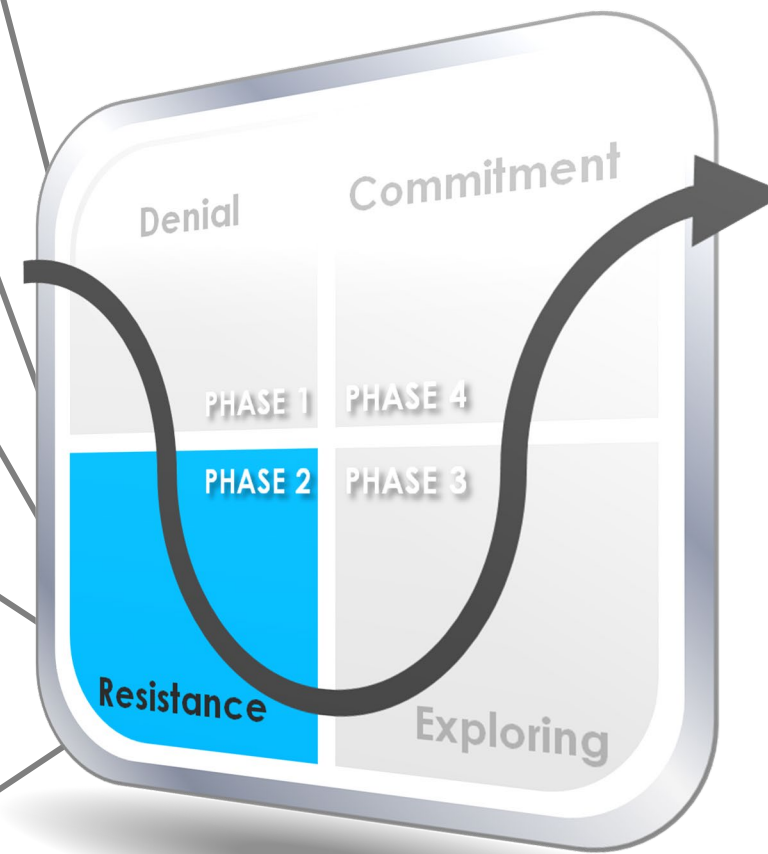
Allow yourself to consciously resist the change, but do not stop at this stage.

In all probability, you will want to blame others for the changes occurring – try to overcome this and understand the actual causes and the need for changes.

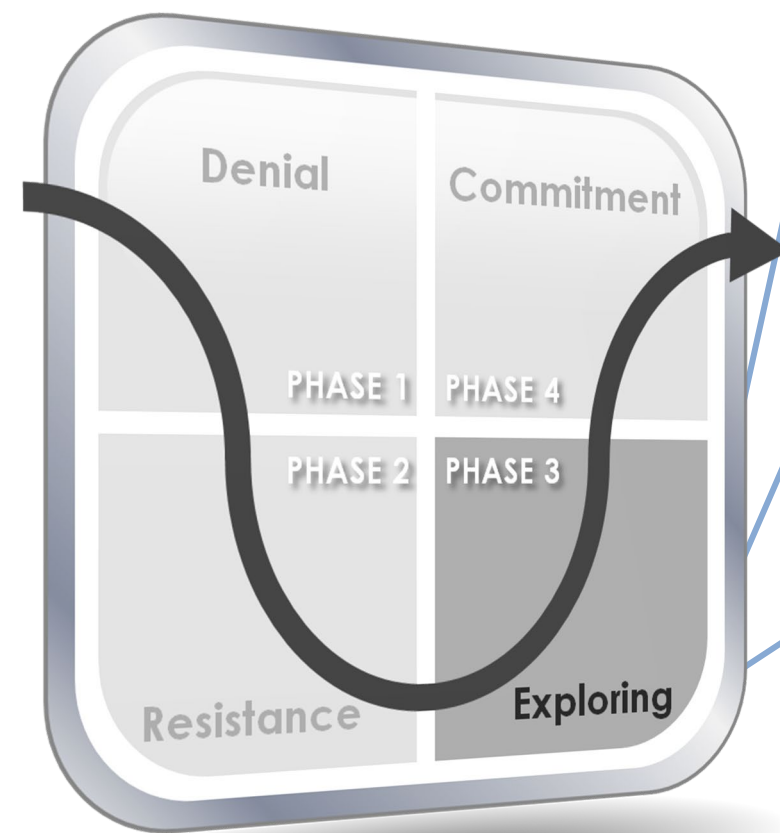
Look for support in your superiors – talk freely and honestly about your feelings about the change.

Talk to people whose attitude to change is positive and see what they are doing to adapt to it.

Phase 2 Resistance



Phase 3 **Exploring**

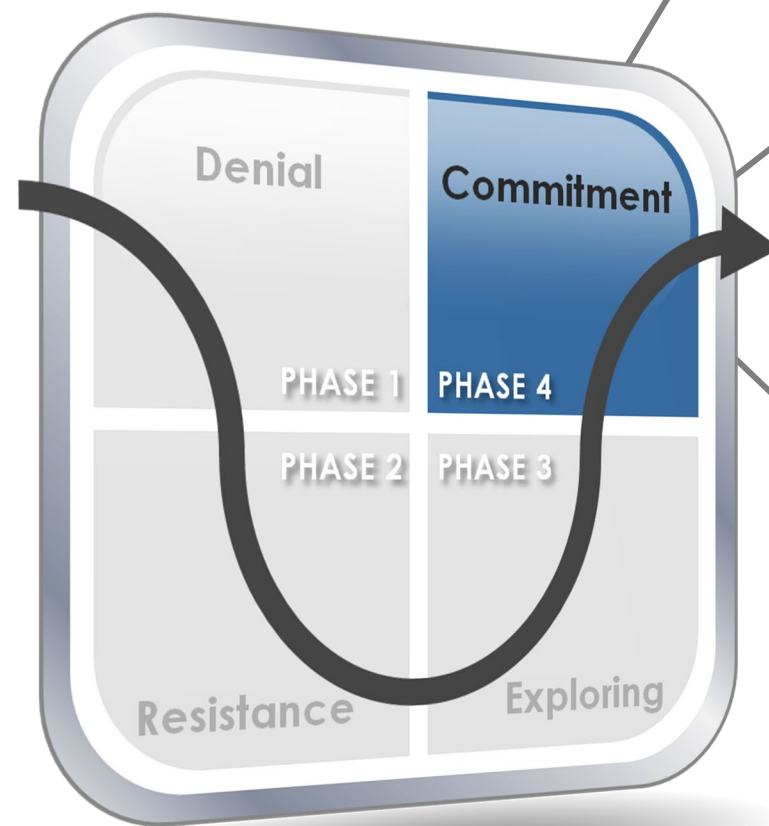


Learn and practice new skills that you need in the process of change.

Develop a positive vision of what you want to happen and plan the steps you will take to fulfil your vision.

Take your time and test various actions – do not make too quick decisions concerning what should be done and in what way.

Phase 4 **Commitment**

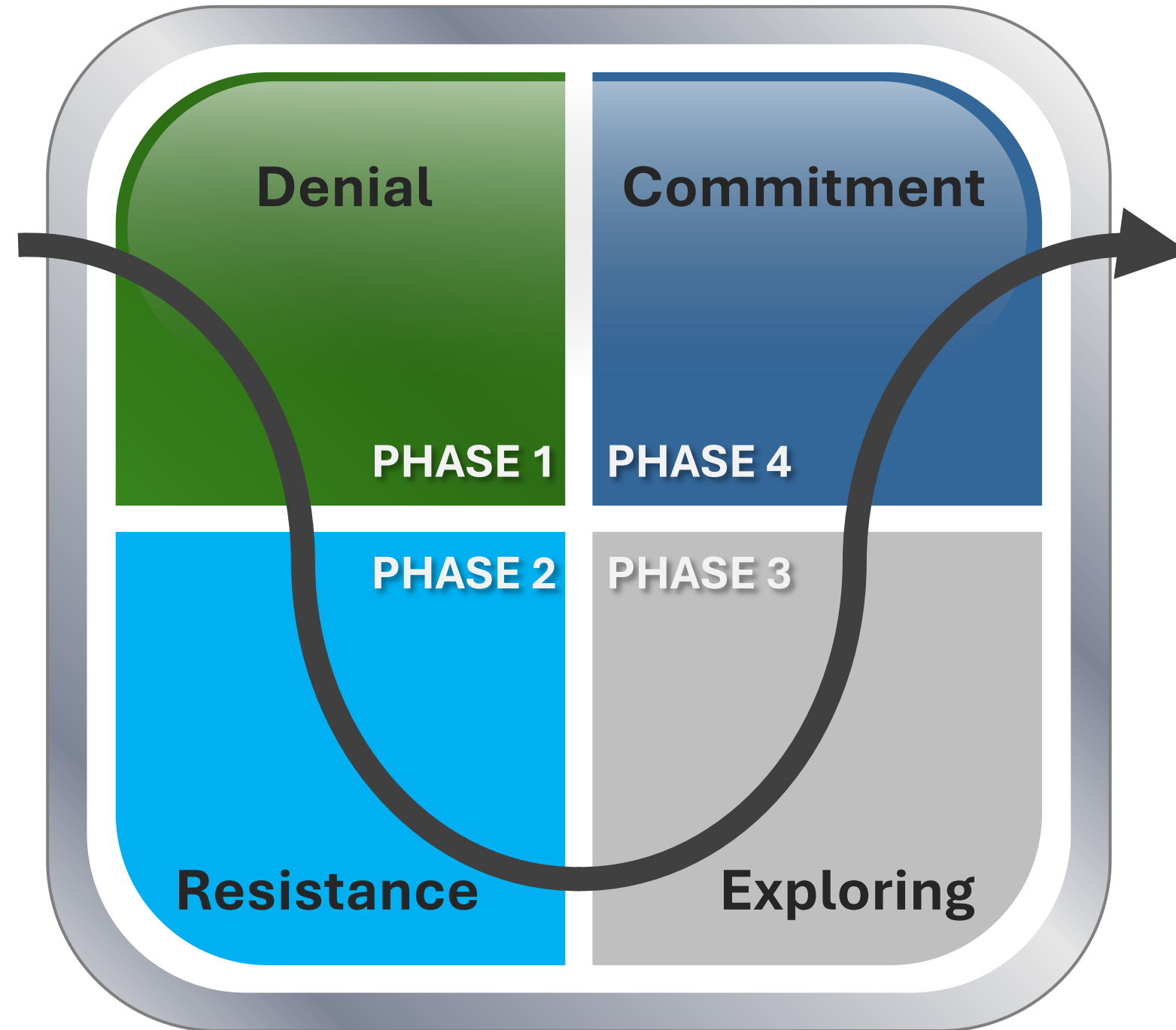


Focus on the areas of activity you have most influence on.

Learn to notice your own successes and enjoy them.

Write down the ideas that prove effective and the best solutions to problems that cropped up in the process of change.

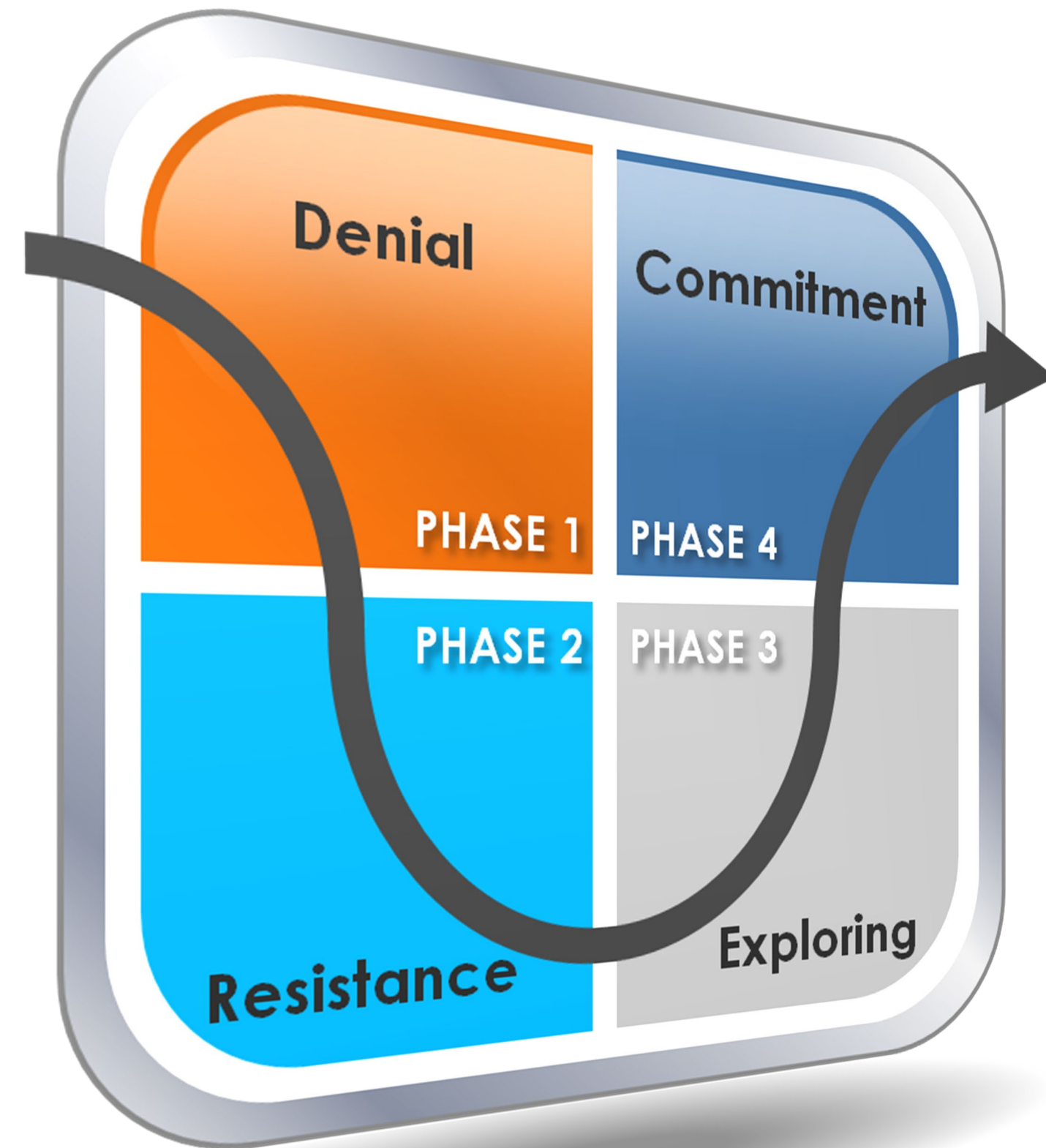
Facilitating Others Through Change Phases



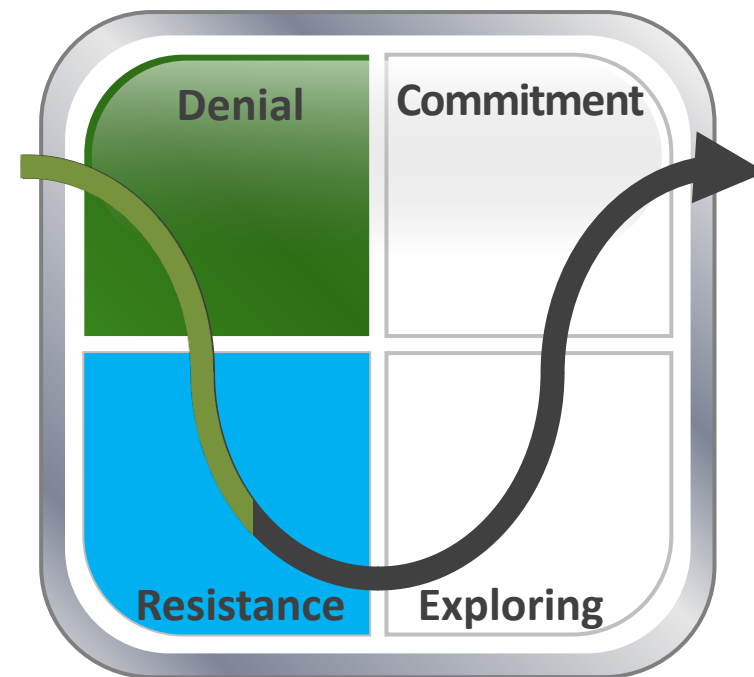
“Change management is the process of continuous gaining supporters”

Peter F. Drucker

How to facilitate others to move from one phase to the other?

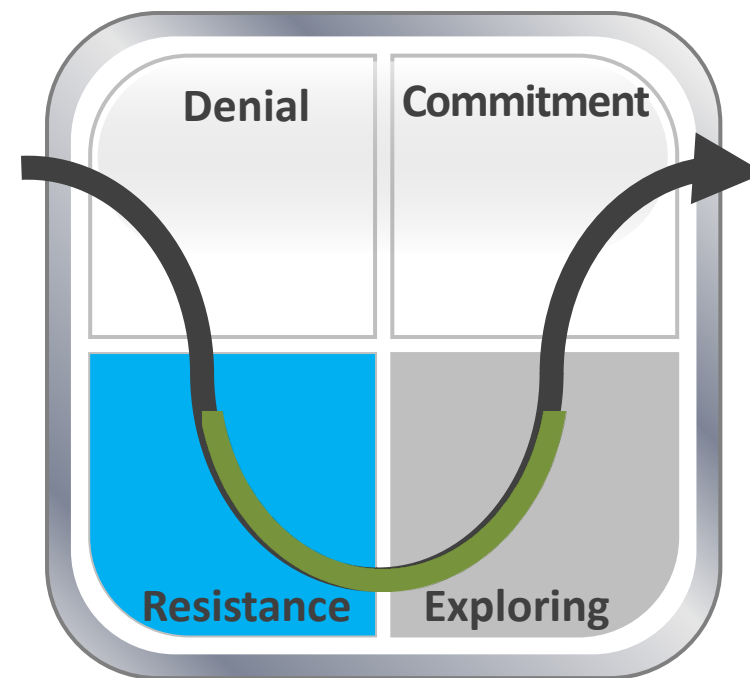


Denial to Resistance



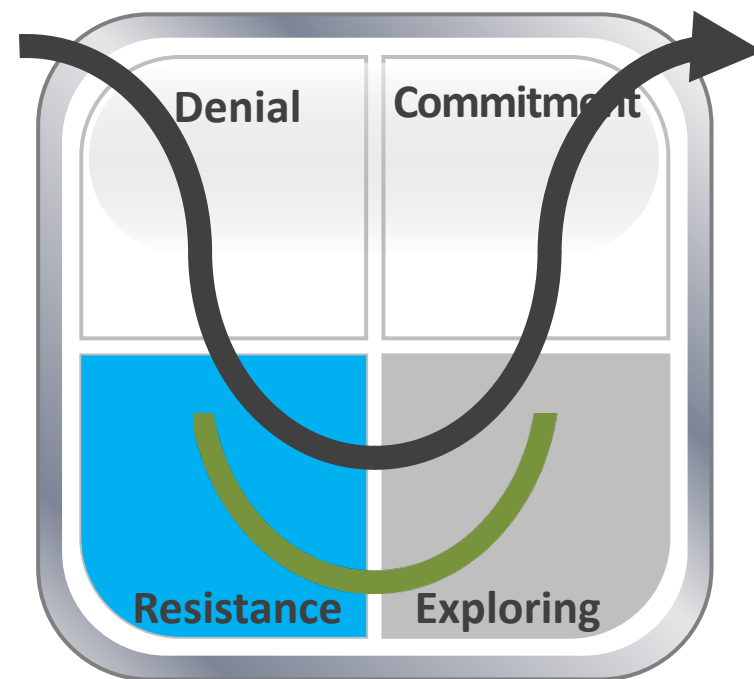
1. Make others face up to reality and define the consequences of the change for them.
2. Inform others about his/her role in change.
3. Set time limits for answering your questions.
4. Treat negative emotional reactions as a sign that you are on the right track which leads through resistance to commitment.

Resistance to Exploring



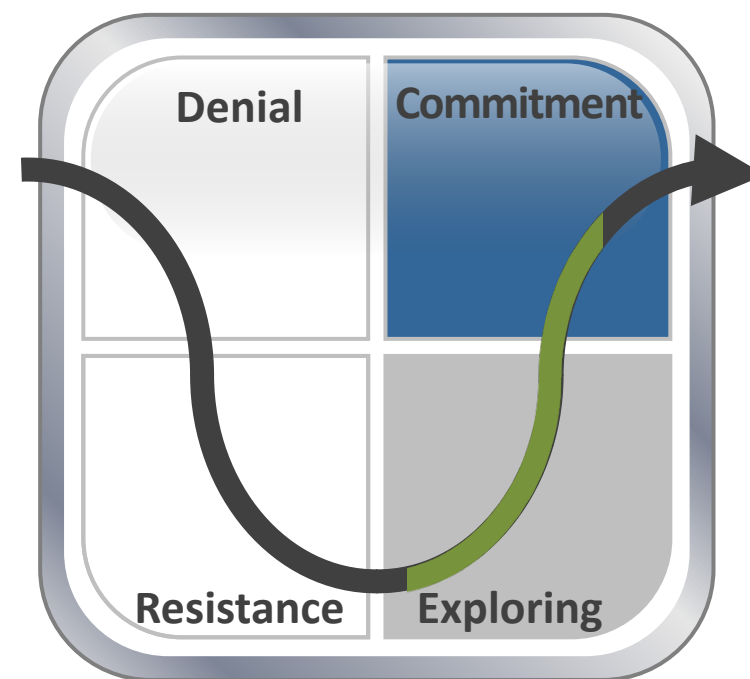
1. Display understanding for others' resistance.
2. Allow others to express how they feel about the changes - listen to everything carefully.
3. Collect information about what aspects of the change evoke most anxiety in your employee.
4. Try to describe the observed behaviour using a descriptive language - do not judge. If you find it appropriate, tell the employee about how you feel about their resistance.
5. Try not to be dominating in the conversation. Let others vent their anxiety about the change.

Resistance to Exploring



6. Accept resistance. It leads to a better understanding of the problems in the organisation. If you know them better, you will be able to solve them.
7. Help others to discover the positive aspects of change.
8. Ask questions that refer to the future.
9. Help others to notice facts that can help them feel more secure in the situation of change.
10. Convince them to **“give it a try”**.

Exploring to Commitment

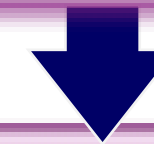


1. Assign specific tasks in which others needs your support and ones in which they can act independently.
2. Specify the methods and time for learning.
3. Reinforce others' conviction that they can perform in accordance with new requirements.
4. Display understanding for possible mistakes of others.
5. Show others that he/she develops in result of change as well.

Plan for engaging others through change



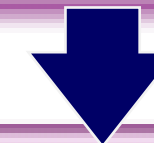
1. Adjust your reaction to the phase of change



2. Communicate



3. Develop competences



4. Engage through sense of influence

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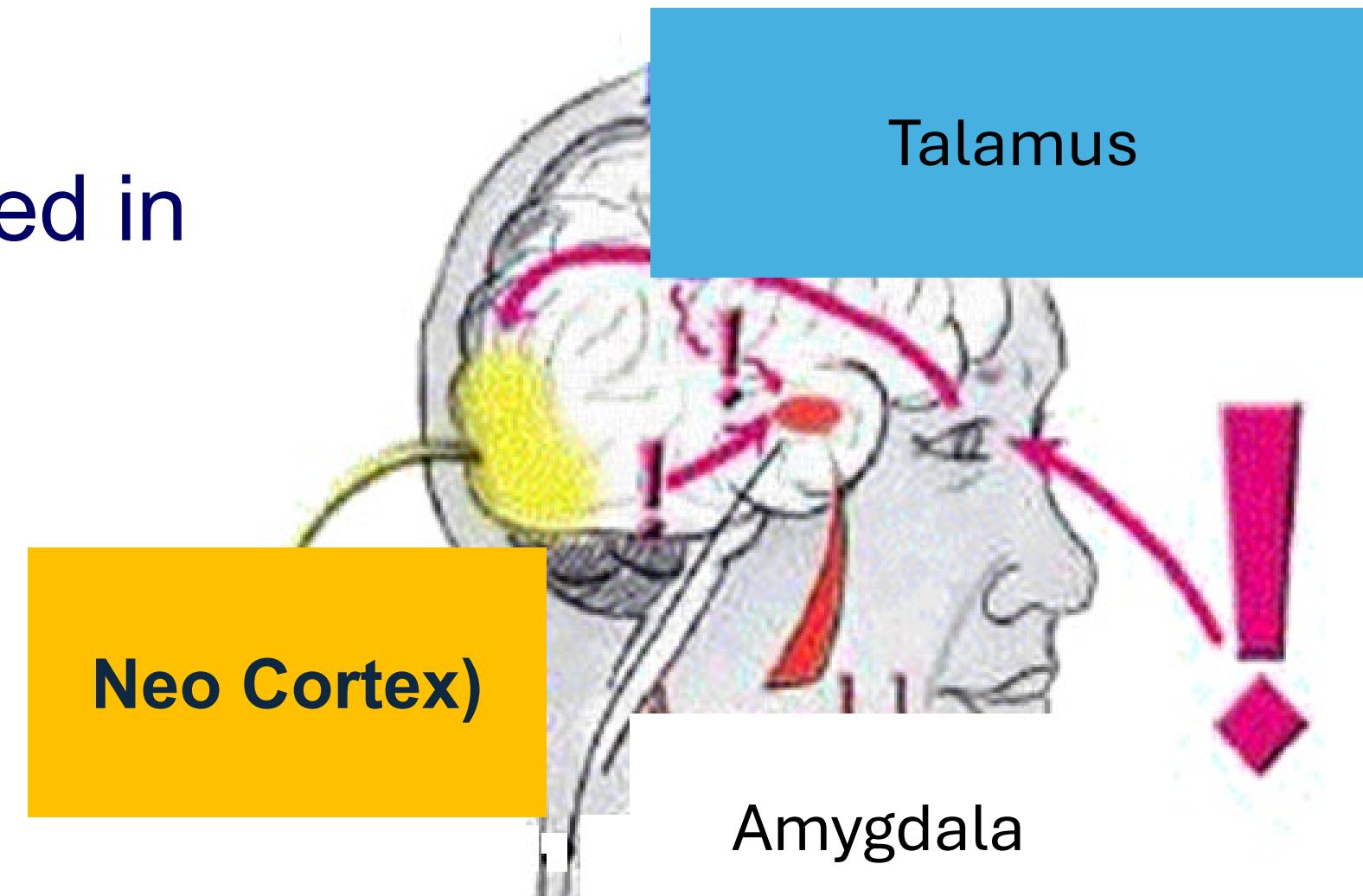
MODUL 5

Building Empathy & Trust



Why do we have "Emotional Responses"?

Emotional experiences are stored in
Amygdala



These memories will affect how we act
and feel, beyond our consciousness

Emotional Intelligence

*”An array of emotional, personal, and social knowledge and skills that influence one’s **overall abilities** to succeed in **cop**ing with **environmental demands and pressures.**”*

Bar-On, 1997

We all need to understand about **emotional intelligence**
in order to manage ourselves and others *POSITIVELY*
during the conflict...



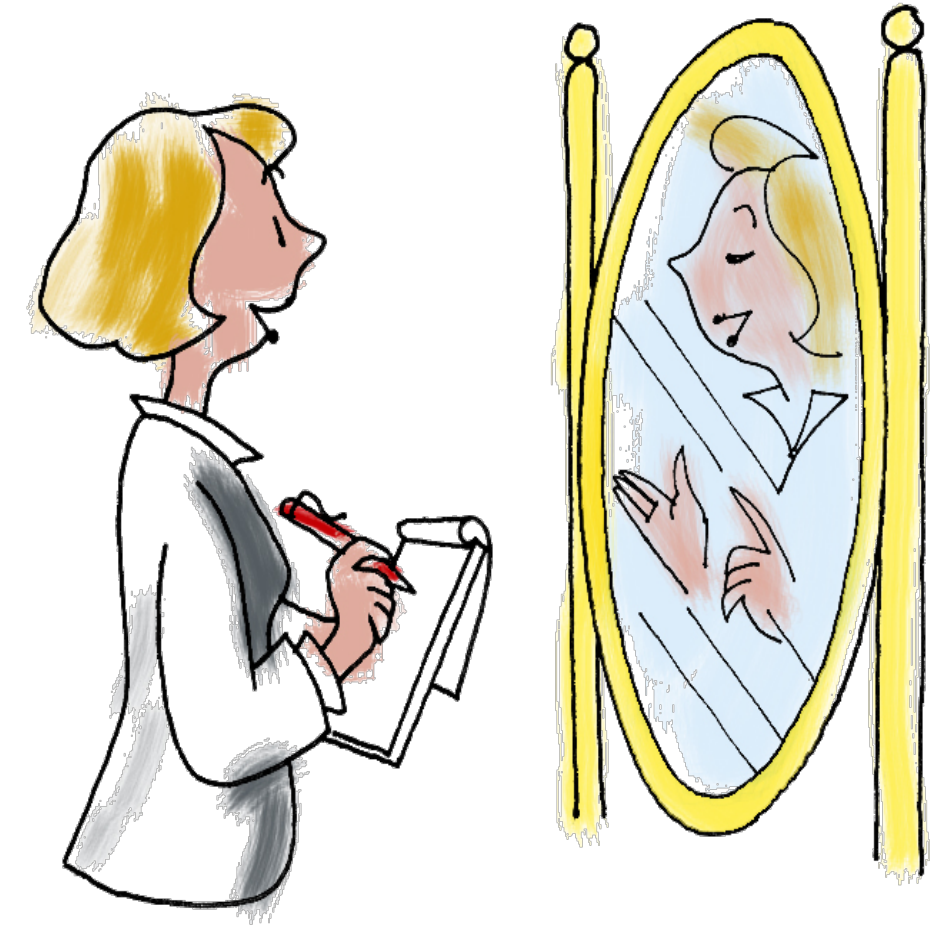
5 Areas of EI



Intrapersonal

Understanding **ourselves**

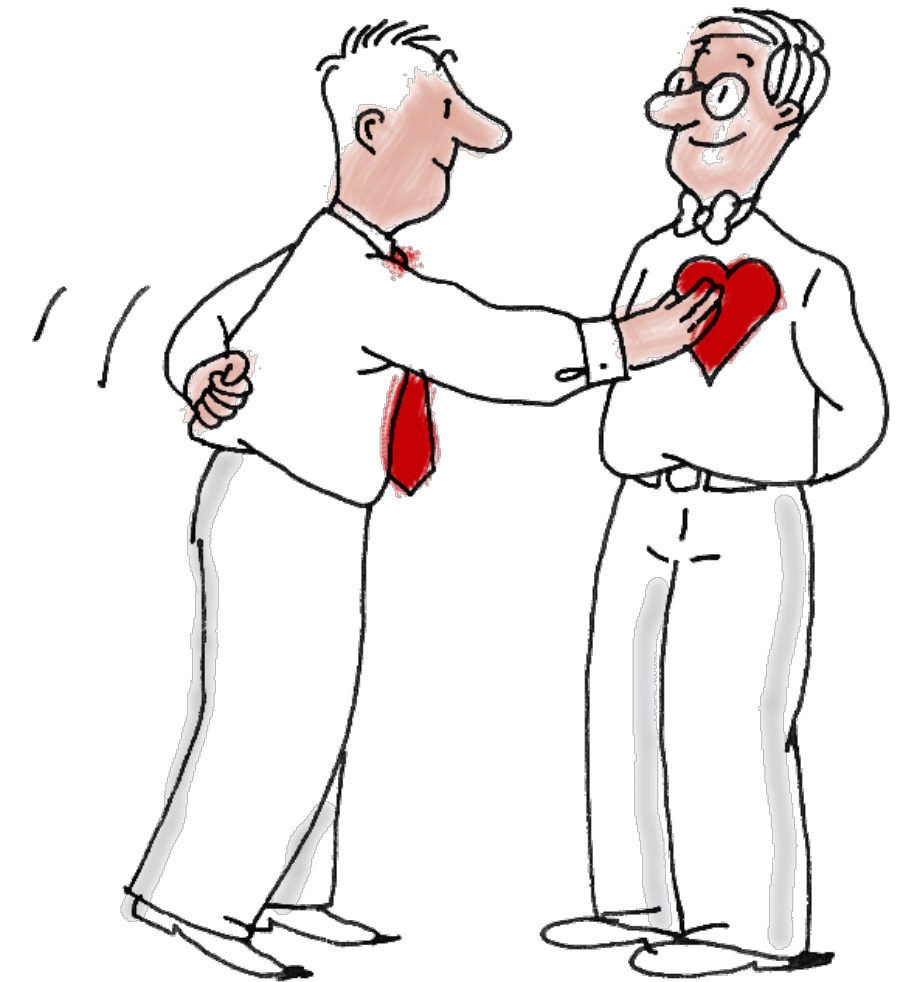
The capabilities that determine the way
we manage ourselves.



Interpersonal

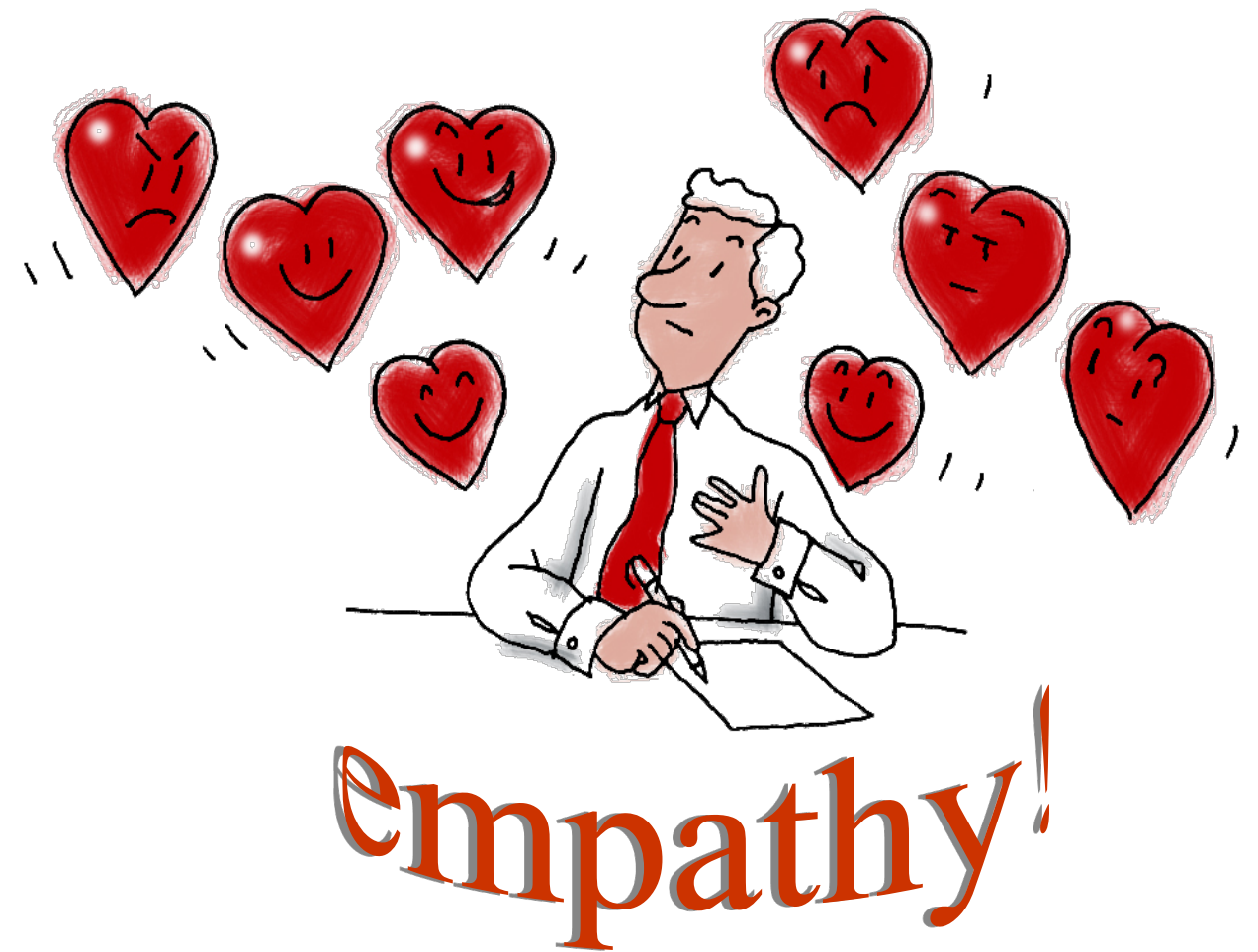
Understanding **others**

The capabilities that determine the way
we manage relationships.

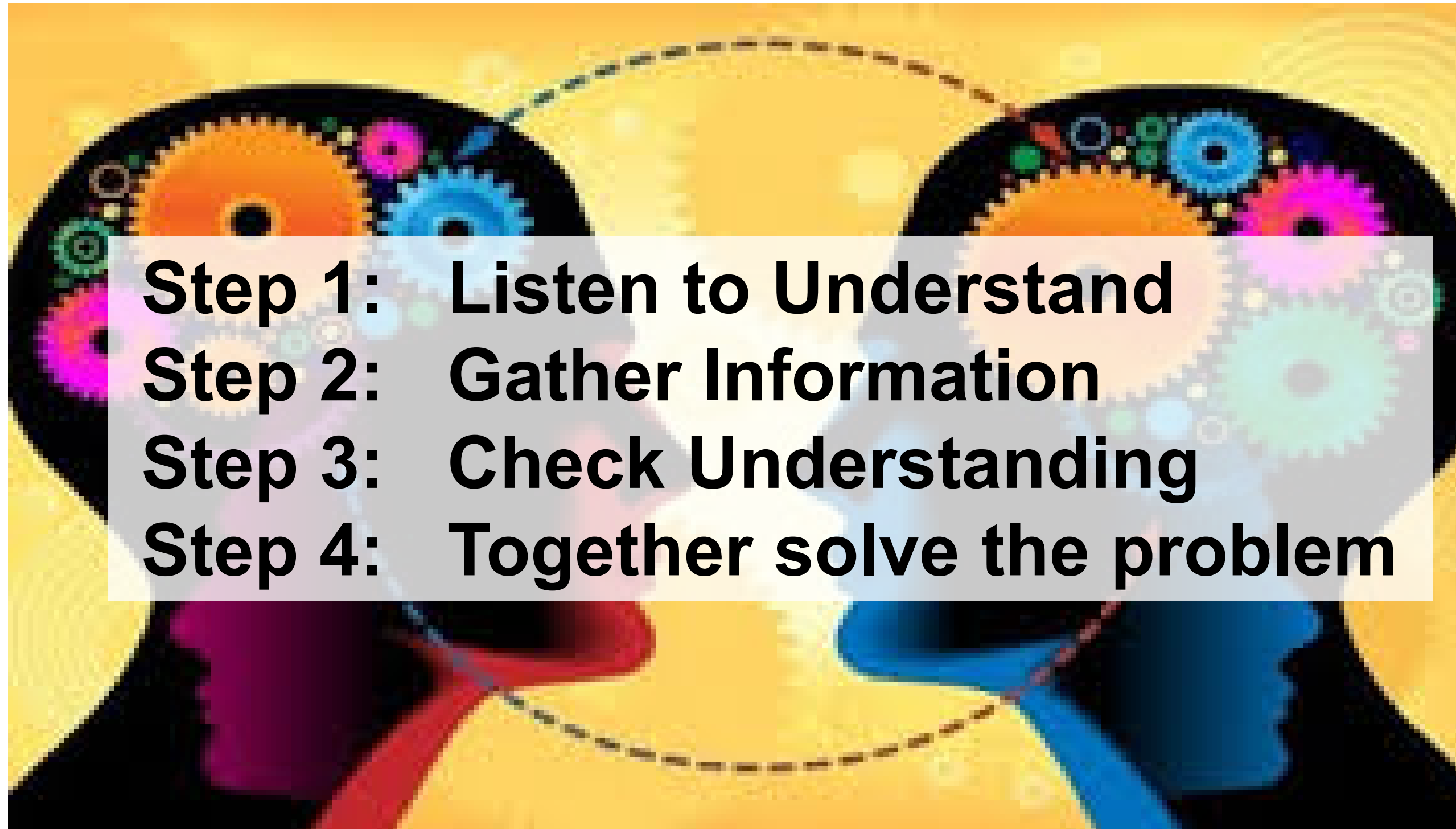


Interpersonal: Social awareness

Being aware of others' emotions, feelings and needs.



Managing Conflict with Empathy



Step 1 – Listen to understand

- Avoid making assumptions.
- Seek clarification if something is unclear.
- Provide specific confirmations (e.g., avoid vague terms like "next week" or pronouns like "he" without context).



Step 2 – Gather Information



- Open Ended –
”Could you tell me about.....”
- Close Ended –
”Do you think this information is true?”

Step 3 – Clarification



→ *"Could you please clarify what you meant when you said...?"*

→ *"If I understand correctly, are you saying that...?"*

→ *"Would you be able to provide an example to help clarify your point?"*

Step 4 – Together solve the problem



- "What outcome would you prefer to see in this situation?"
- "What possible options or alternatives do you see available to you?"
- "In what ways can I best support you moving forward?"

Empathy Game



Interpersonal: Social Skills

- Creating rapport
- Bringing out the best in others

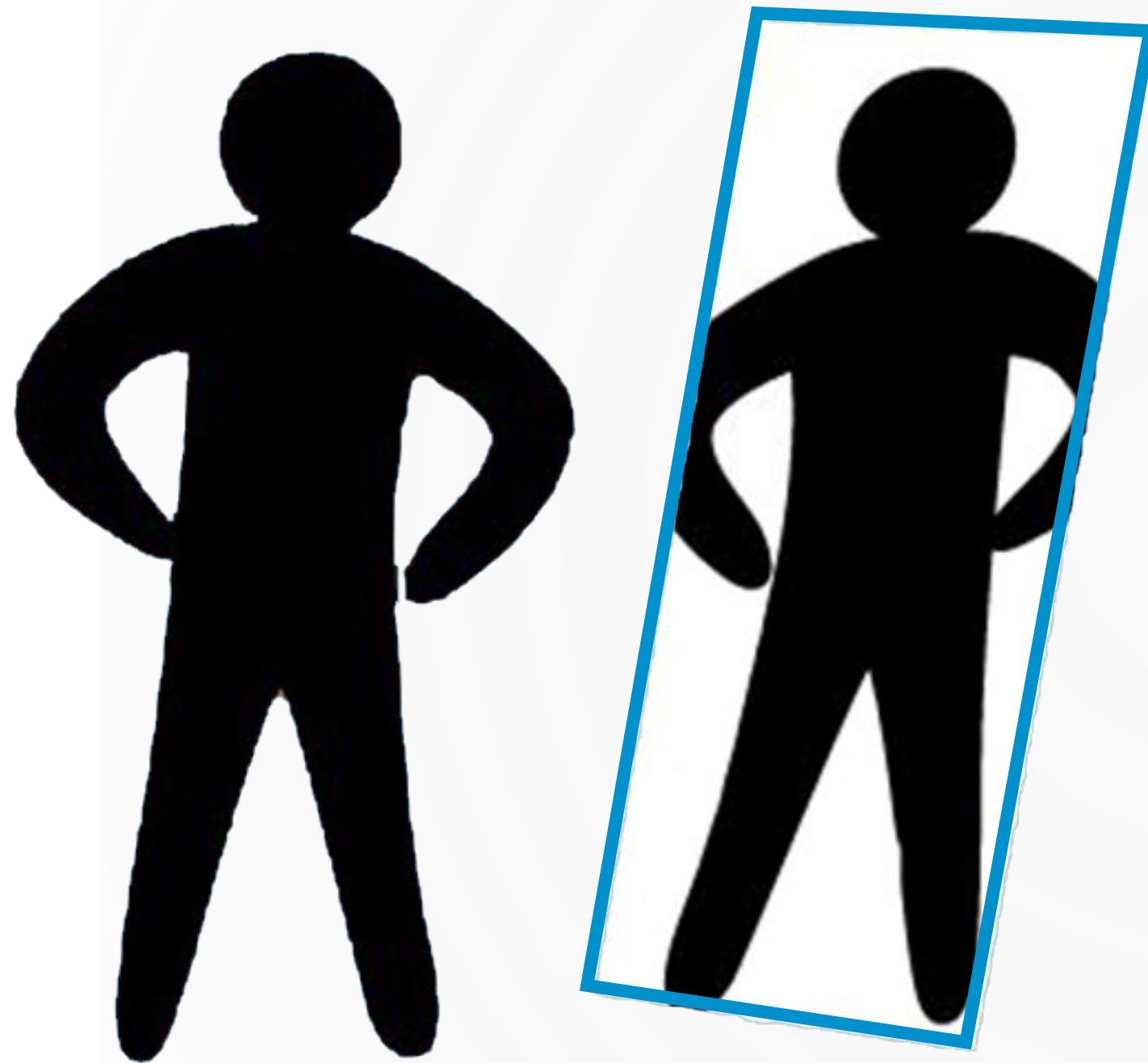


Definition of Rapport :

Rapport is the ability to connect with others in a way that creates a climate of trust and understanding.



Pacing With Your Communication Partner



- **by talking** their kind of language
- **by copying** the other person's speech patterns, such as vocal tone and volume
- **by mirroring** their body positioning and gestures

The Rapport Ladder



Key Skills for Building Long Term Relationships at Work



1. Self-awareness
2. Improvement of interpersonal skills of verbal & non-verbal aspects in interactions
 - Start a conversation
 - Maintain communication/contact
 - Creating ways to form a long-term relationships

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MODULE 6

Managing Conflict



Conflict

A **conflict** is a serious difference between two or more ***beliefs, ideas, or interests.***

If two beliefs, ideas, or interests are **in conflict**, they are very different.

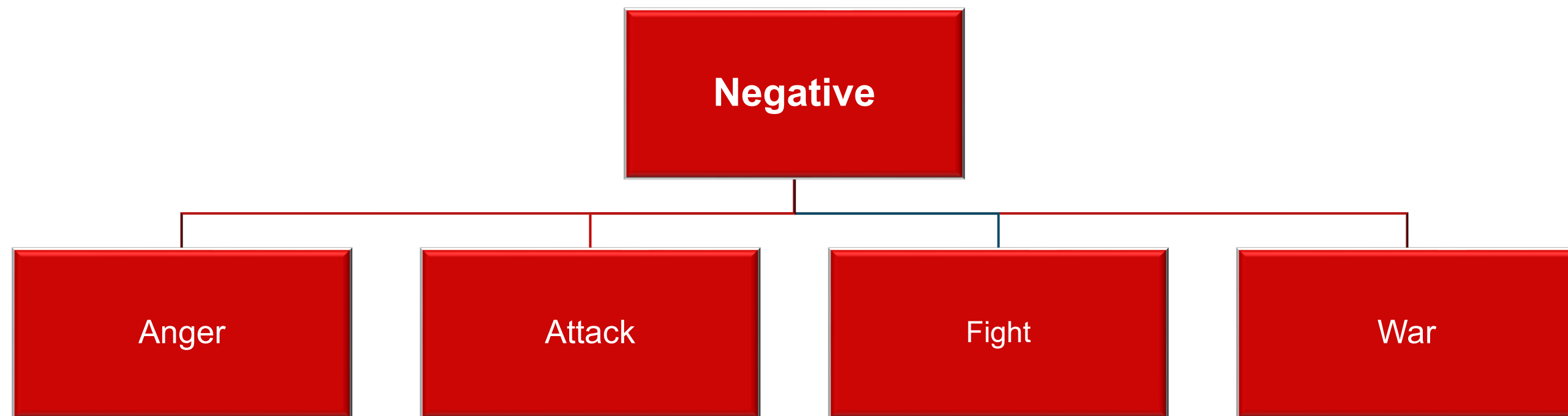


Conflict Diagnosing:

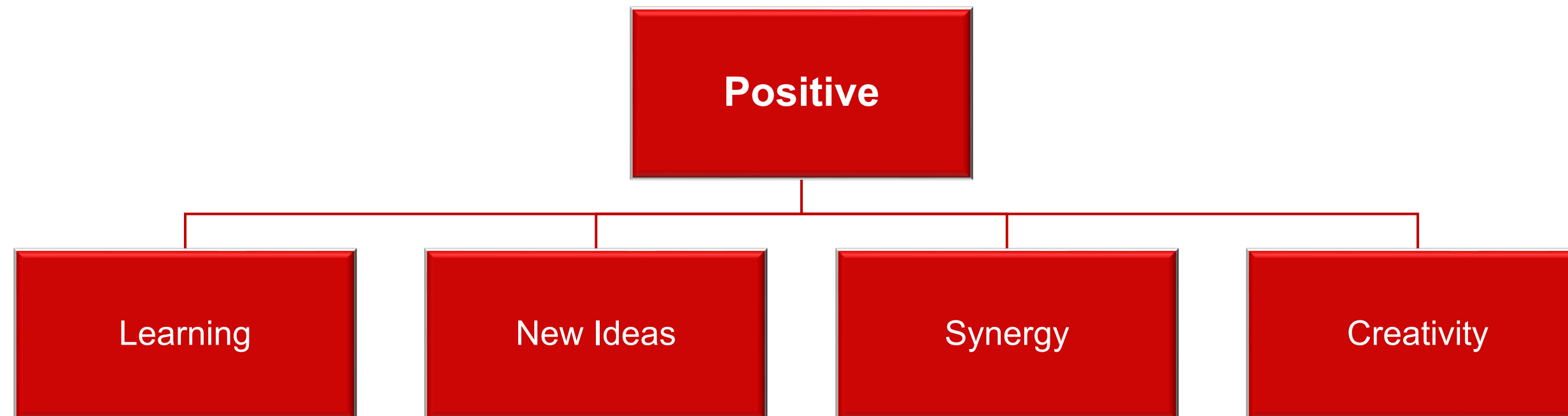
- Consider the Impact of the Conflict
- Investigate Sources of Conflict
- Observe the Behavioral Pattern
- Observe the Conflict Expression
- Observe the Conflict Management Style



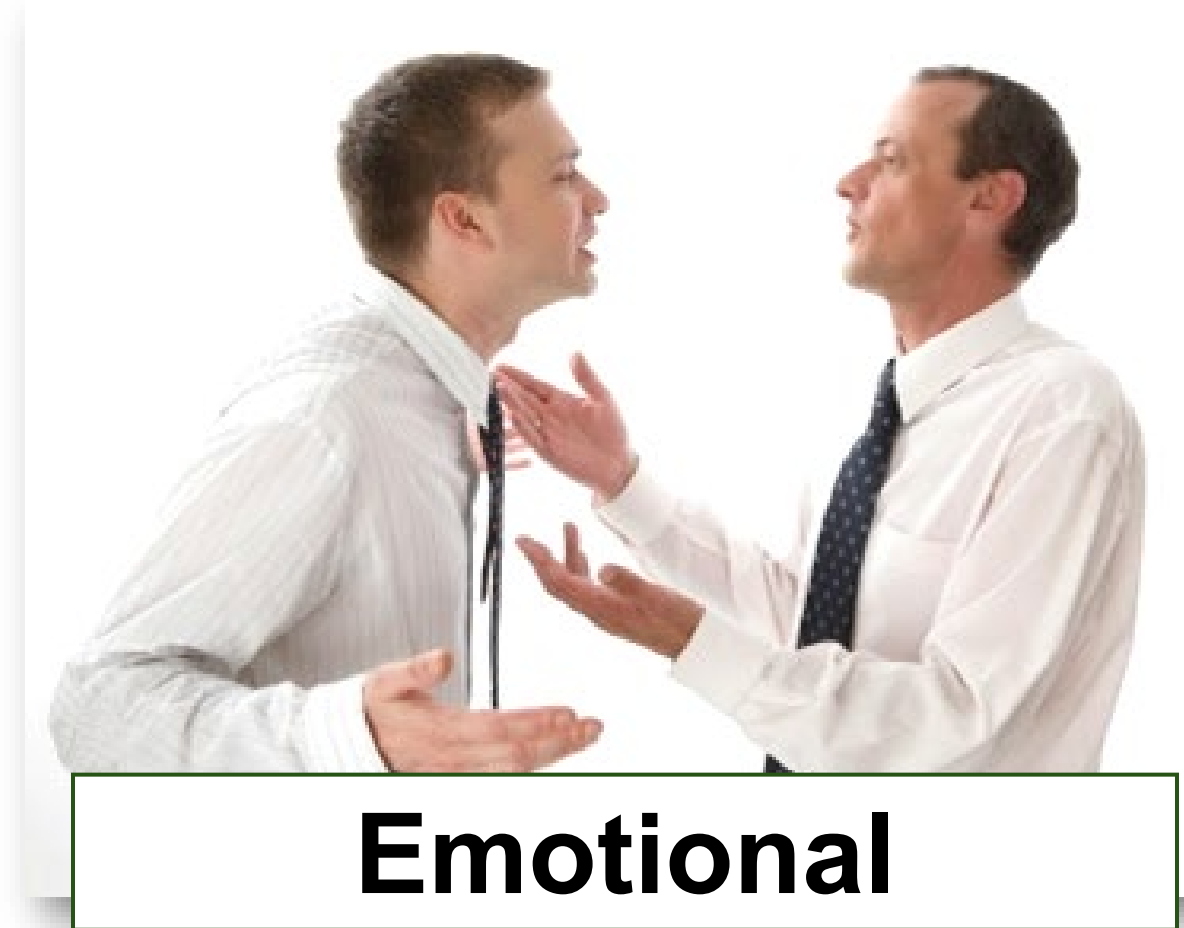
Conflict



Conflict



Sources of Conflict

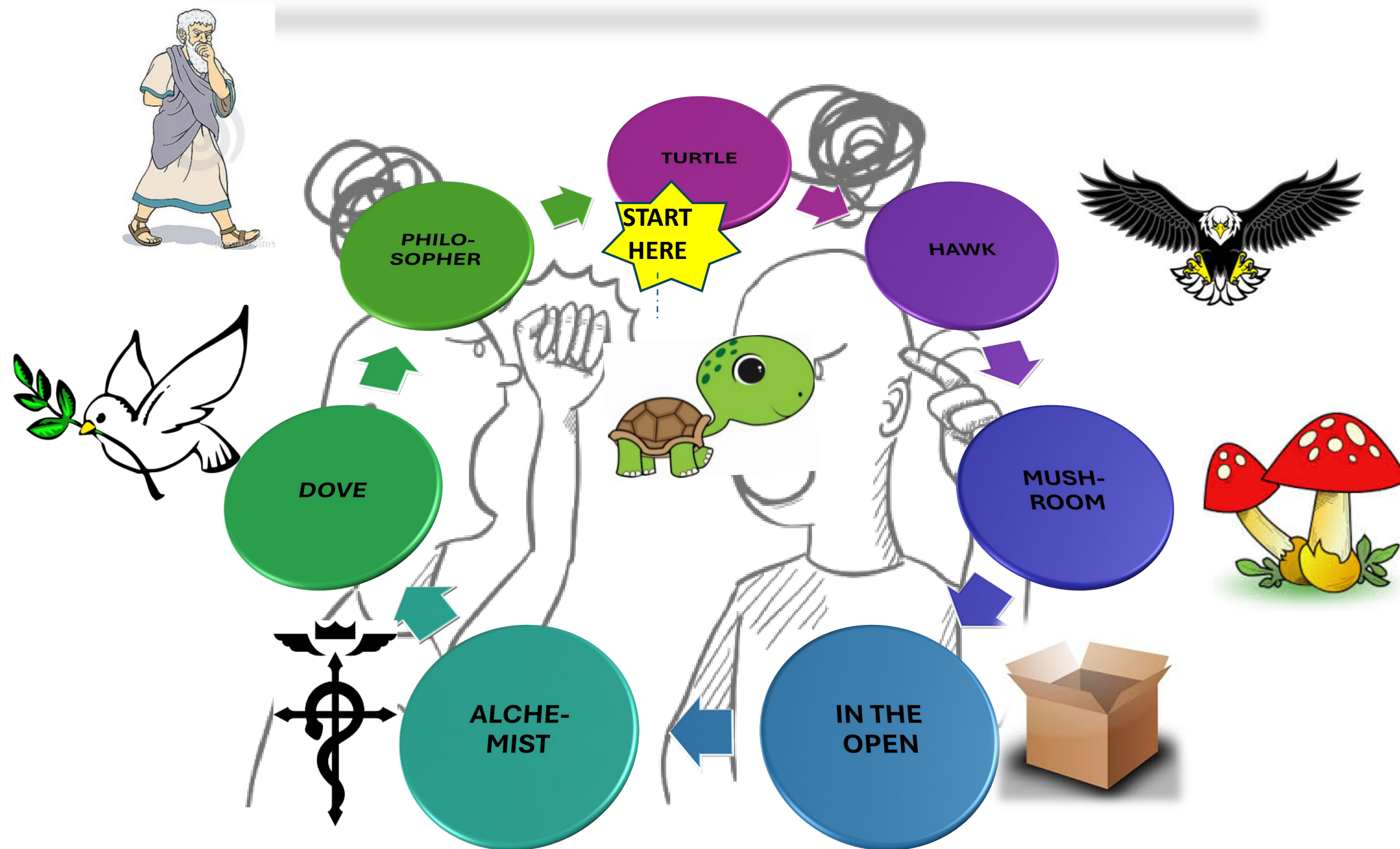


- Policy
- Procedure
- Decision

- Perception
- Feelings
- Point of view



Conflict Cycle



Conflict Cycle

First Phase: Humans like a turtle, need a **protection shield to survive**. They anticipate and expect to deal with conflicts because that is just a normal part of existence. No one relishes facing conflicts, but everyone knows it will occur.

Second Phase: Wait & see. Like a hawk that can fly over, is **territory surveying** what is there, individuals also may take time in this phase to look over the situation, **assess happening and determine how serious it is**.

Third Phase: Sometimes, you can resolve the conflict immediately. **Sometimes, conflict cannot be readily solved and these will mushroom** into the growing phase.

Fourth Phase: Now the conflict is in the open where there is no denying its existence. At this point, some people will Retreat from dealing with the conflict because they are naturally avoiders or because they want more time to assess the situation.

Conflict Cycle

Fifth Phase: Application once the conflict is out in the open, its resolution is possible. As an alchemist was once able to **miraculously change a thing into something even better** today we can also experiment, **trying out various resolution techniques until the right one works.**

Sixth Phase: The conflict moves from an application of resolution to a settlement phase. The resolution occurs when everyone is satisfied with resolution, stress and energy are redirected to other activities like cooing doves, and **the people in conflict are ready to recapture the good feelings they previously had for one another.**

Seventh Phase: The last part of the conflict cycle is critical although often neglected. The reflection Phase requires that **team members reflect on the conflict they have resolved** and analyze what happened so they can learn from the conflict

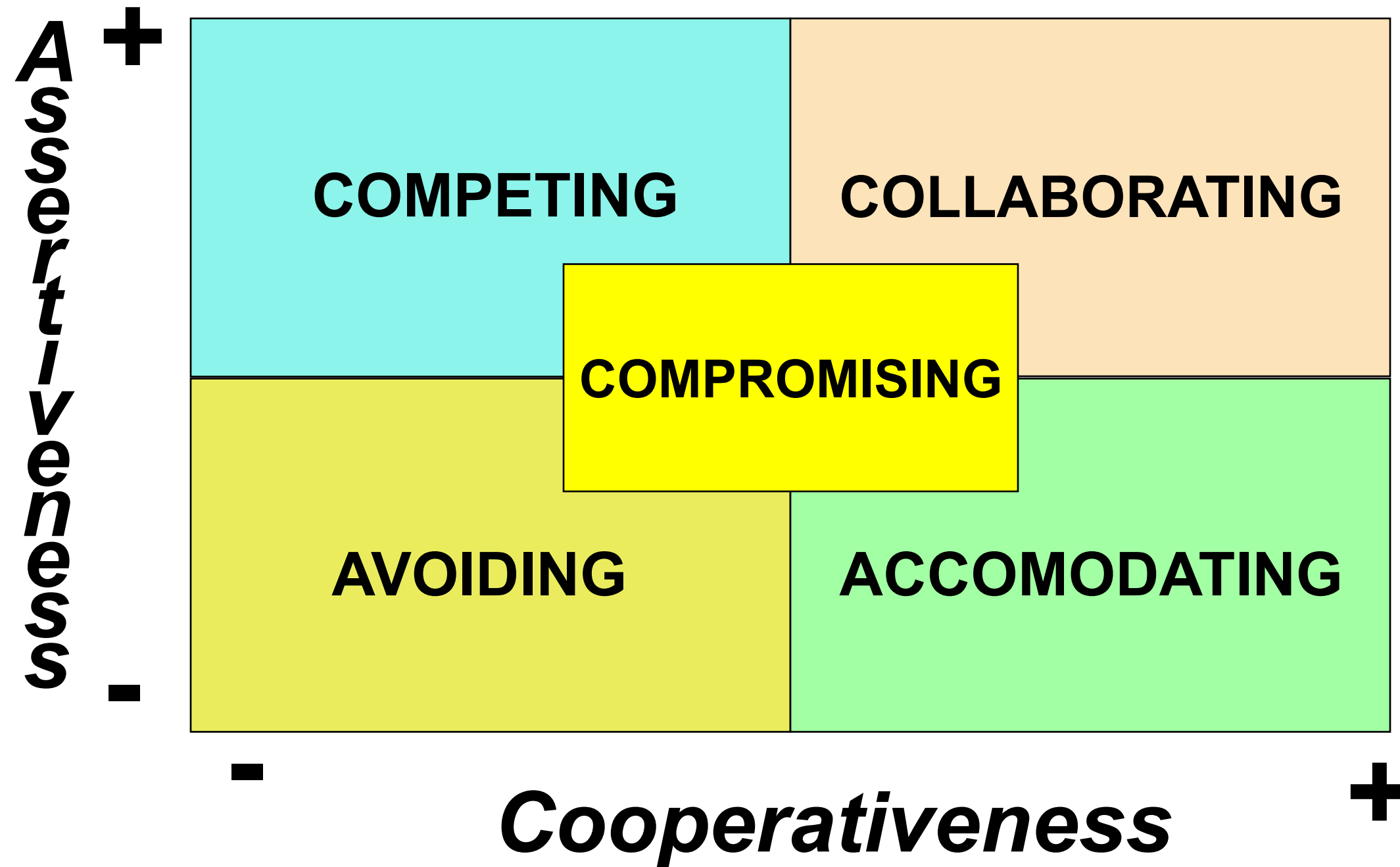
Steps to resolution

- Ask for their view
- Ask to share your view
- Agree what we agree on (and what we disagree on)
- Agree on a shared objective for the outcome
- Work together to resolve the problem

How you manage conflict, will depend on how you intend to...

- Satisfy their own wishes, needs or goals
- Satisfy the other person's wishes, needs or goals

Conflict Management Strategy



Conflict management styles

- **Avoid** - the conflict does not get resolved
- **Accommodate** - can lead to frustration
- **Compete** - can lead to difficult, win/lose relationships
- **Compromise** - can result in both parties feeling that they have lost
- **Collaborate** - the best but least used style



Win : Win

- Have clear goals
- Understand and agree goals
- Be aware of win/lose situations developing and avoid them
- Listen with empathy to the other person
- Work together to reach a solution
- Summarise your agreements, actions and any review points



Cross Team Collaboration

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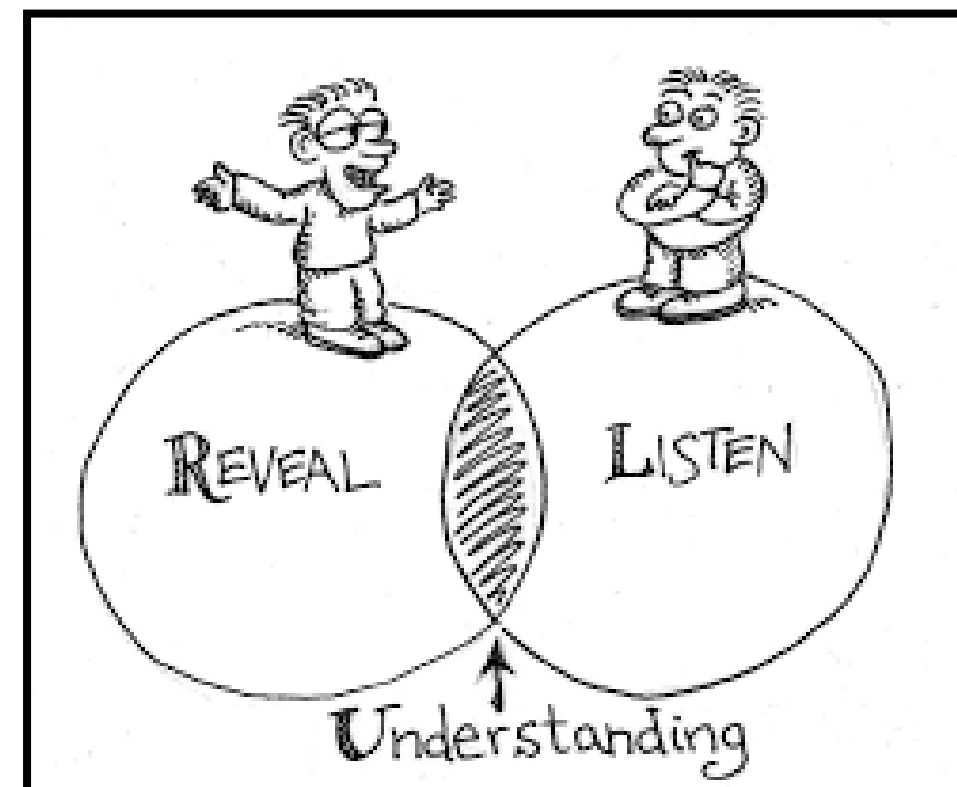
MODULE 7

Assertive Communication

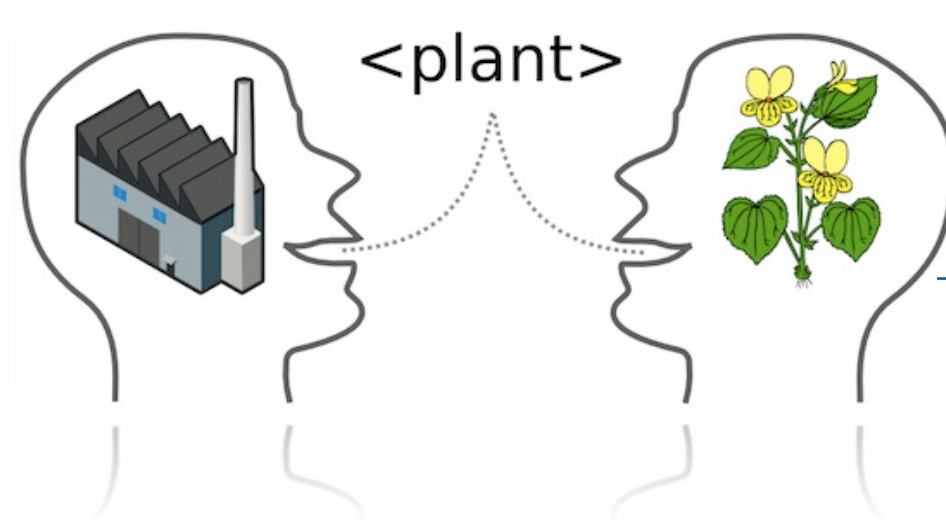


Effective Communication

The sender and the receiver in communication have the **same perception** about **the message**



Communication Barriers



Semantic

Psychological



Physical

Communication Barriers

Physical

Physical condition

Noise

Distance

Interruption

Psychological

Nervousness

Assumption

Anger

Fatigue

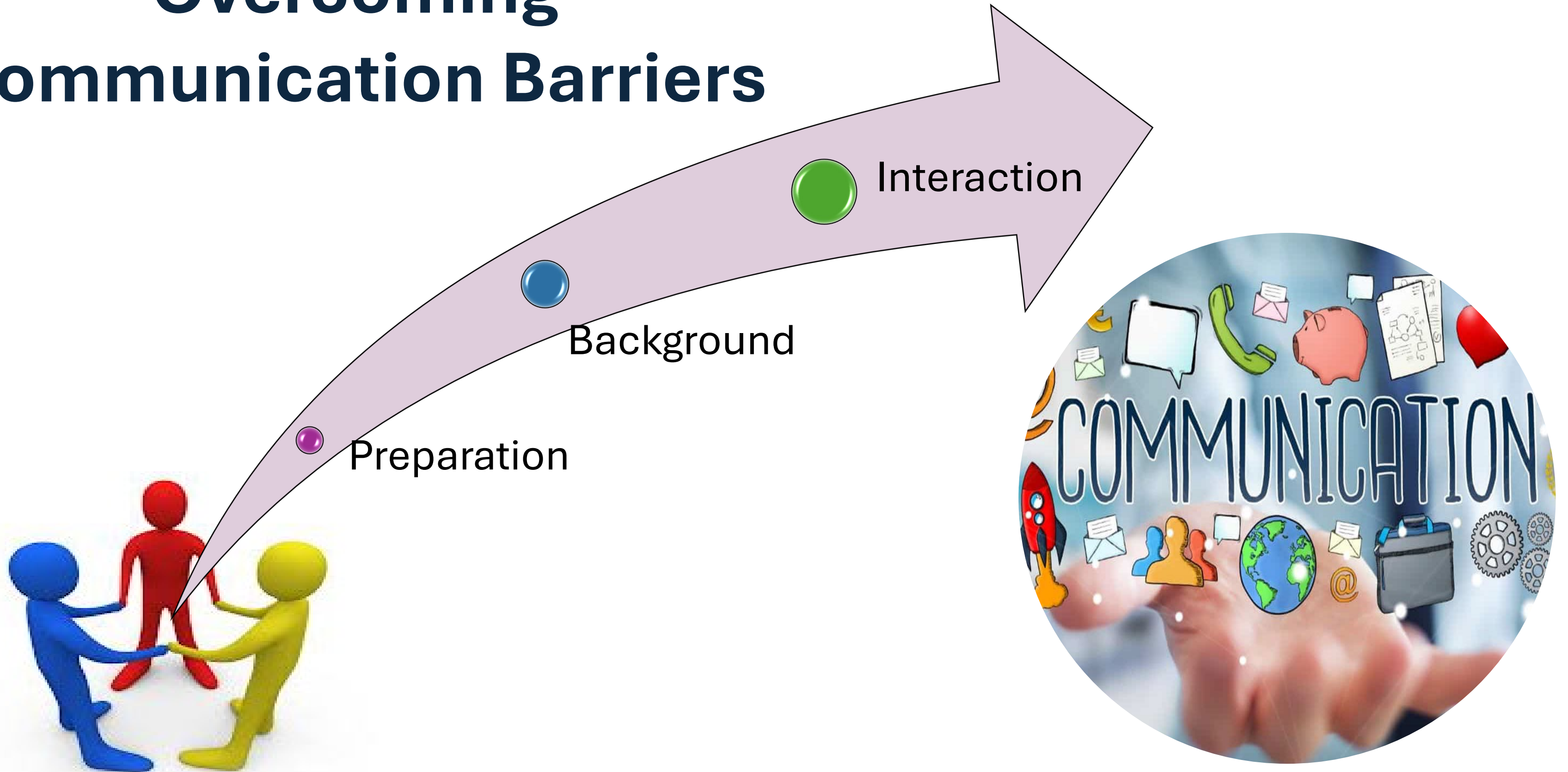
Stress

Semantic

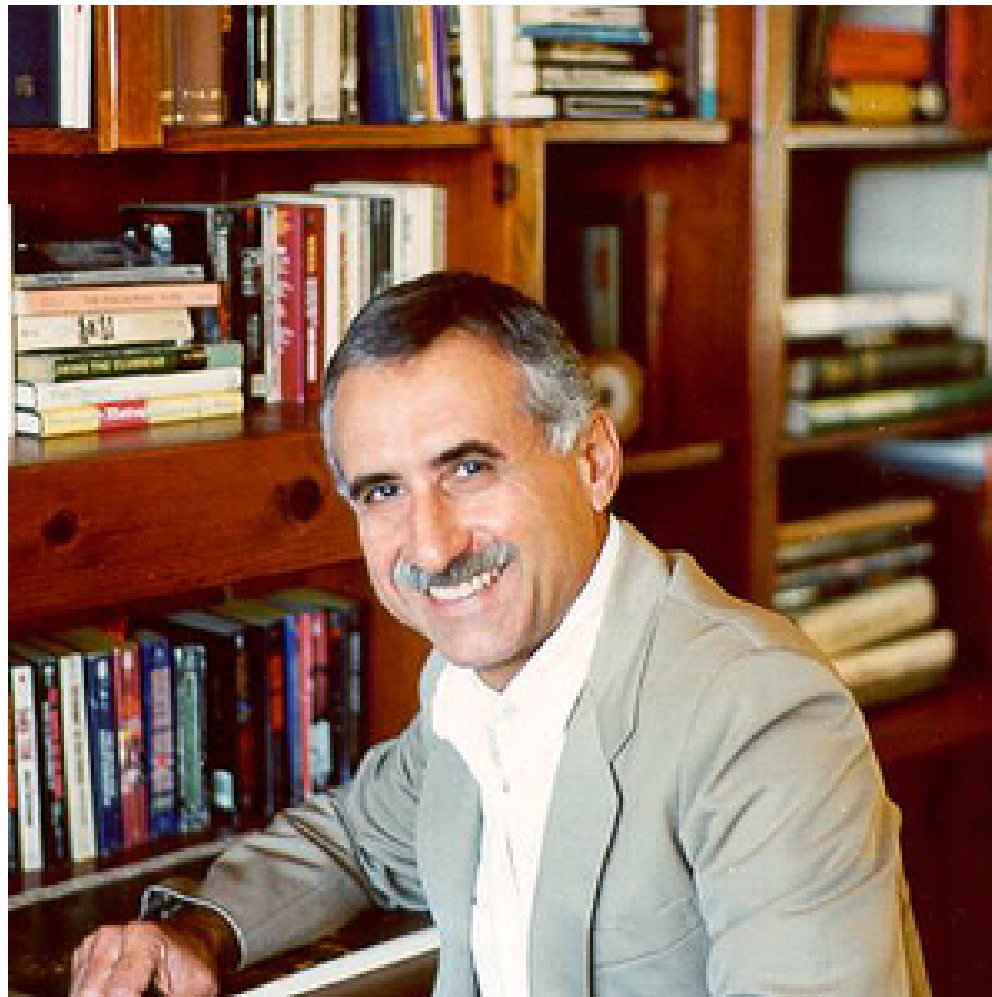
Jargons

Technical terminologies, or foreign language

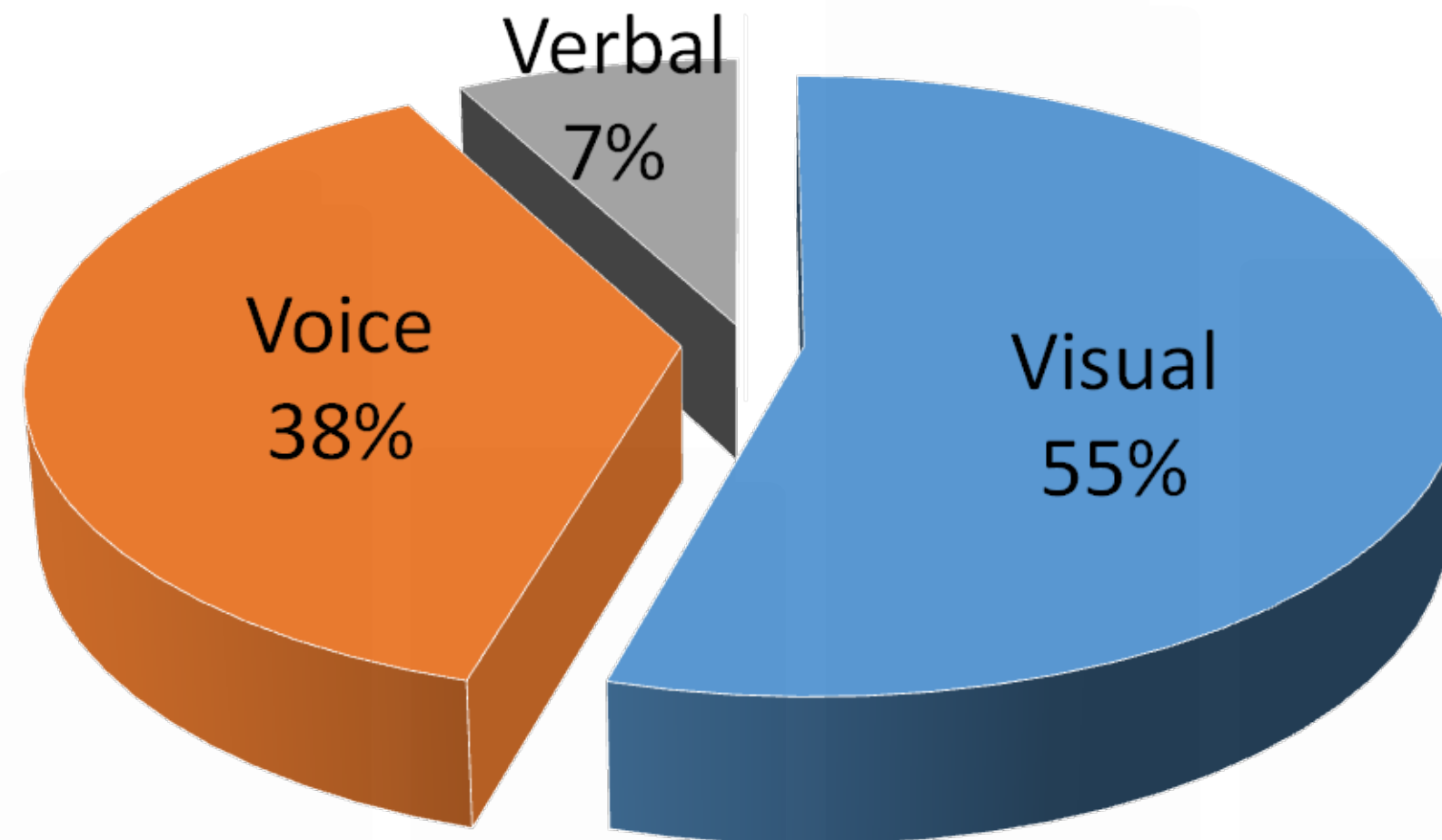
Overcoming Communication Barriers



3V 's IN COMMUNICATION



ALBERT MEHRABIAN



Assertive communication is important for collaboration, especially in times of conflict

Unconsciously, people carry around their own “baggage” wherever they go:



- Unfortunate events
- Personal history
- Unpleasant experiences
- Fear or trauma
- Self-esteem problem



Meek Mel or Mary _____ | _____ | _____ | _____ **Tough** Ted or Terri

Wont even hurt a fly, wont ever fight or yell
Even when really pushed around

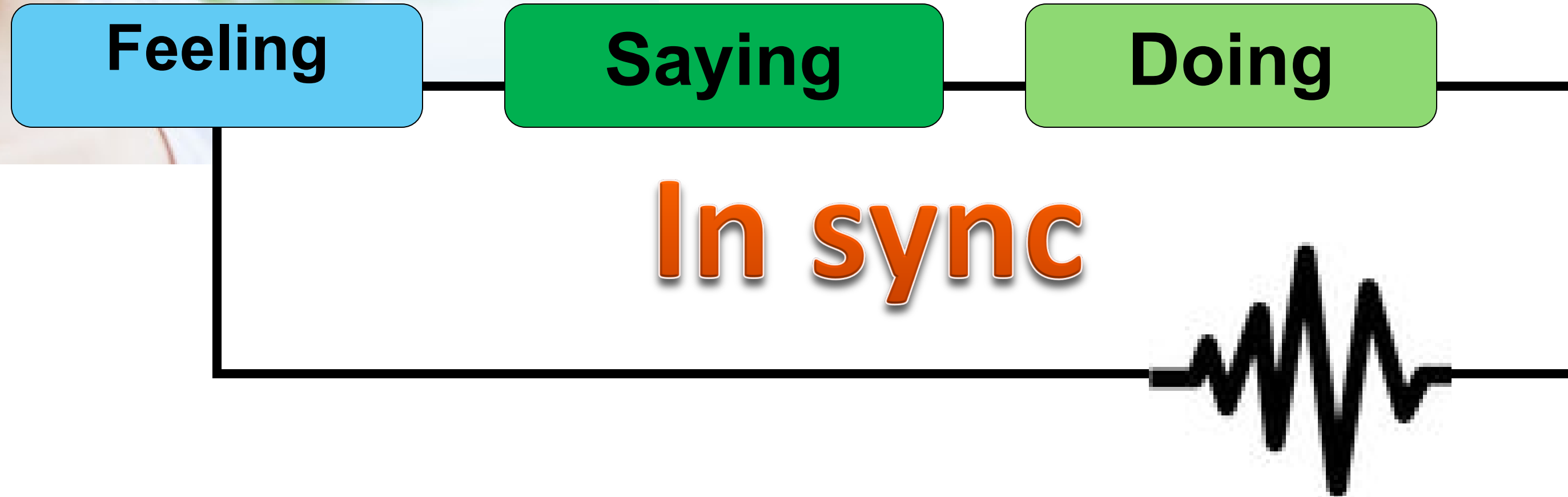
Beats everyone up all the time
even if she or he likes them



PICK YOUR STATION



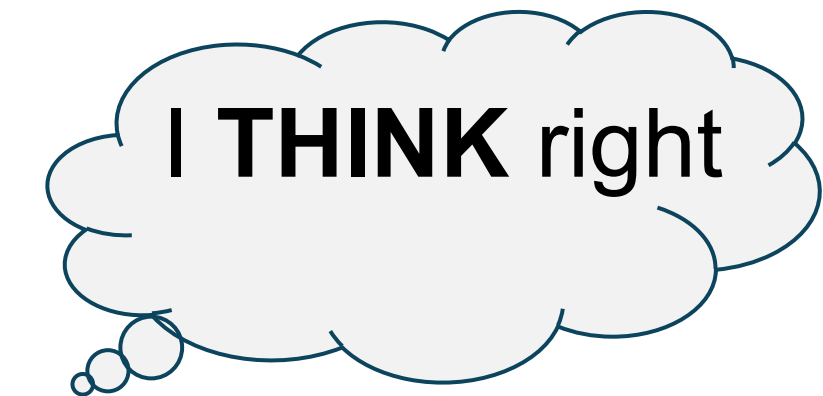
Assertiveness :
to be **who you really are**



How to Develop Assertive Behavior?

Am I **THINKING** right?

- Proportionate & rational
- Break free from "labels" and negative perceptions
- Factual



Am I **BEHAVING** correctly?

- Body language
- Gestur
- Self-attitude & emotional control
- Facial expressions



AM I **SAYING** the right thing?

- Short & clear
- Empathic
- Firm & confident
- "Win-win"



Elements of Assertive Statements

- **B**ehavior : **Behavior** of other people that you would like to correct
- **E**ffects : Explain the **effects** of the actions
- **F**eelings : Describe your **feelings** towards the actions
- **P**reference: Explain improvement suggestions that you **prefer** for the action?
- **O**utcome: Explain the **outcome** that you expected to see in the future

Cross Team Collaboration

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MODULE 8

Excellence Communication for a Better Service

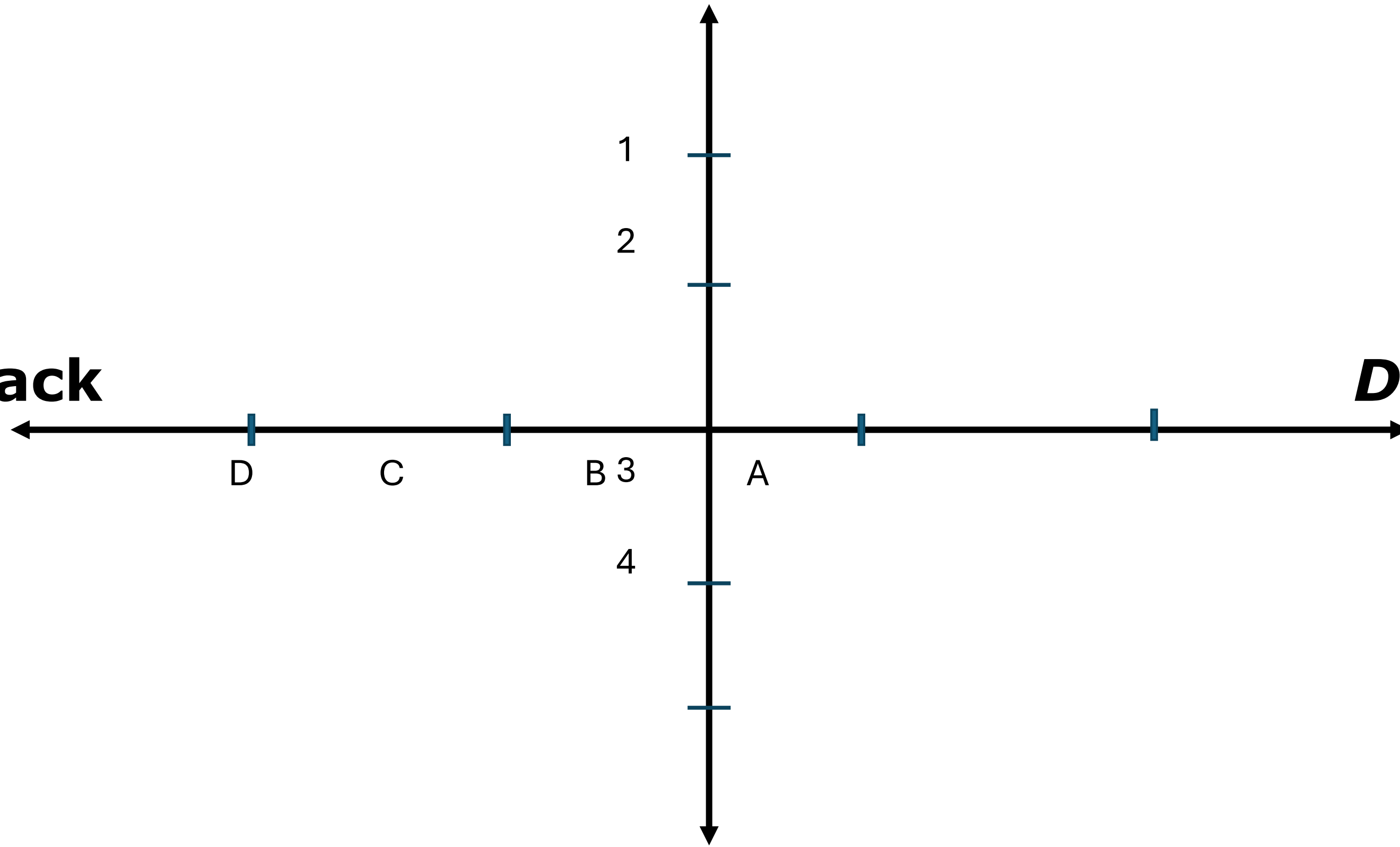




Profiling our ***communication partners*** would help us gaining insight on how to collaborate with them.

Once a good relationship has been built, we could **collaborate** with them **much better**

Laid back



Reserved

Dominant

Open

D

C

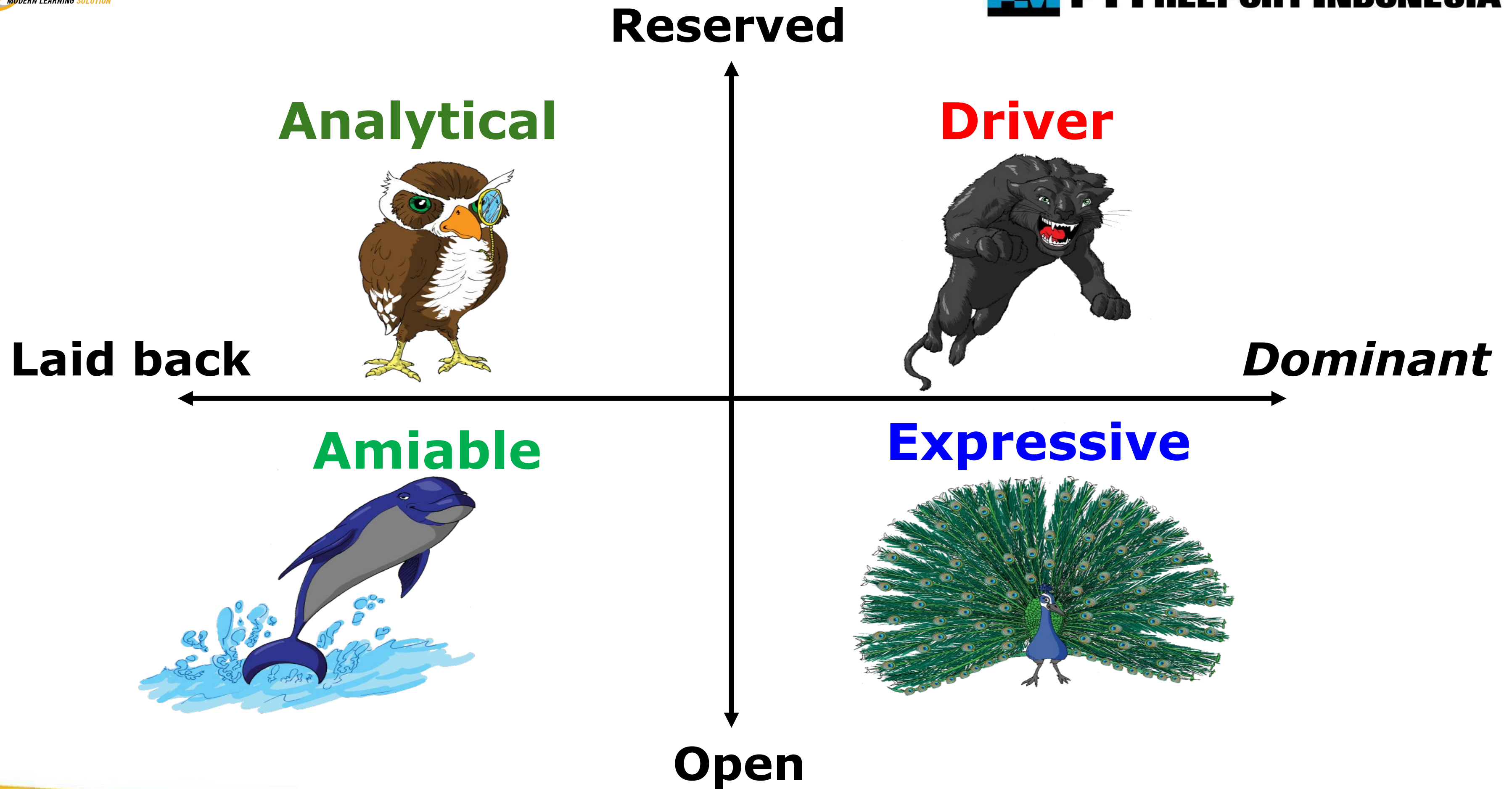
B 3

A

4

1

2



DRIVER



- Make things happen, they can make a decision when others can't
- Hardworking, competitive and risk taker
- Able to deal with difficult subjects/situation
- Accept changes as personal challenge
- Result oriented and quickly
- They are demanding
- Tend to 'tell' rather than suggest
- Controlling
- No patient with low tolerance level

You could be more effective, if you try to:

- ✓ Be more patient
- ✓ Not too blunt with your words
- ✓ Practice your approach – control your body language and invite people to participate more in a conversation

MODIFIED BEHAVIOR TO BETTER COMMUNICATE WITH

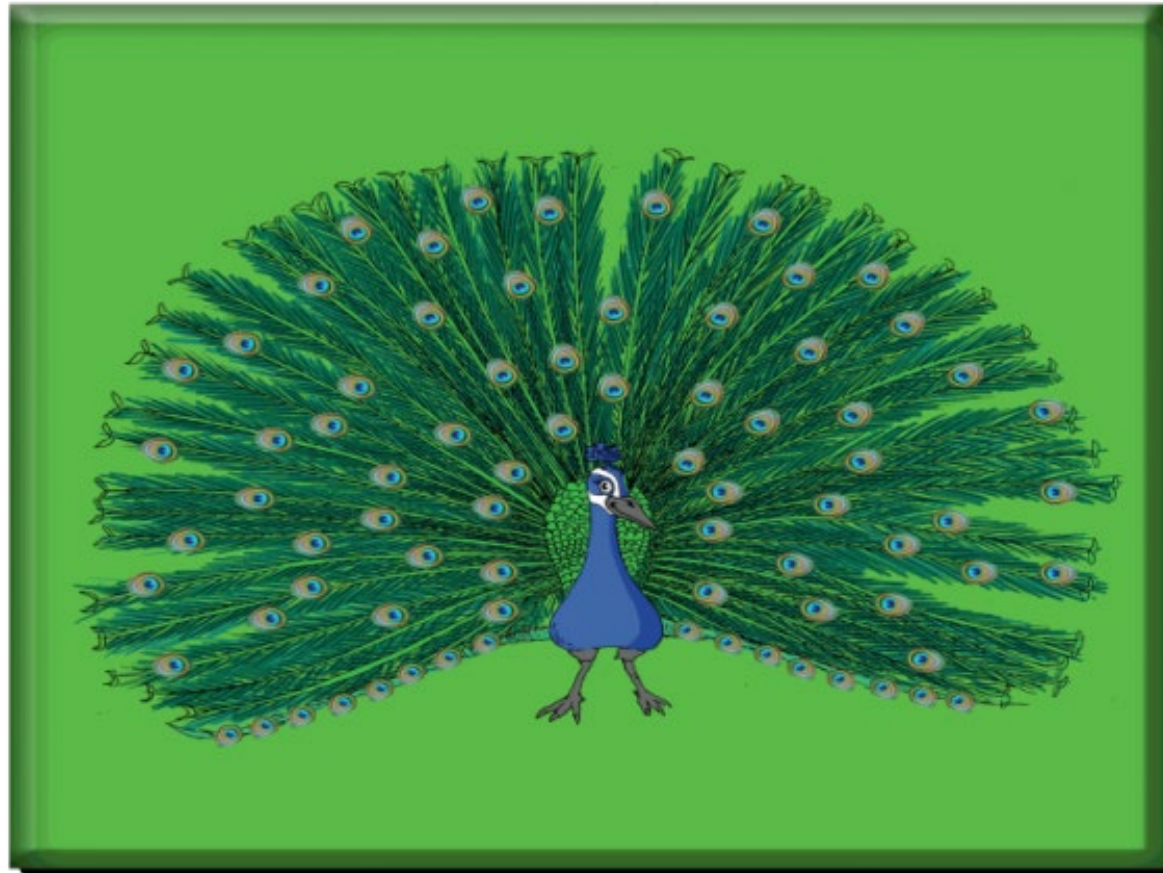
DRIVER

- Do things quickly
- Be straight to business
- Show them how to achieve their goals
- Be confident and efficient

Strategies for collaborating with a **Driver**

Do	Don't
Be brief and to the point when you present information.	Ramble or waste their time.
Use only a brief introduction: don't waste time with chit-chat.	Socialise on company time.
Include objectives and support material in a well-organised format.	Be disorganised or messy; be confusing or distracting.
Include alternatives and options so they can make the decision.	Ask rhetorical questions.
If you disagree, deal with facts, not people.	Give a guarantee that you can't uphold or make wild speculations.
If you agree, support results, not the person.	Order them or tell them what to do.
Present arguments in terms of objectives and results.	Try to persuade by means of personal trust rather than facts.
Leave quickly after the business is concluded.	Be afraid to take a risk.

EXPRESSIVE



- Creative
- Fun, charming, persuasive
- Ambitious
- Outspoken, spontaneous
- Humorous
- Share enthusiasm and positive attitude to others
- Easy to provide positive feedback
- Gain recognition
- Unorganized
- Impatient
- Less meticulous

You could be more effective, if you try to:

- ✓ Be more attentive towards others' needs
- ✓ Be more organized
- ✓ Pay attention to details

MODIFIED BEHAVIOR TO BETTER COMMUNICATE WITH EXPRESSIVE

- Make it faster
- Get to know personally
- Give visible recognition
- Be fun and energetic

Strategies for collaborating with an **Expressive**

Do	Don't
Support their vision and be willing to brainstorm ideas.	Assume a new idea is a finished product.
Include time for socialising.	Cut off other's ideas or withhold our own ideas.
Talk about people and their goals.	Leave decisions 'hanging'.
Give overviews of what you plan to do; put details in writing as back up.	Be impersonal or judgmental.
Be enthusiastic and stimulating in your discussions.	Kid too much or stick to the agenda too much.
Take time for fun.	Talk down to them.
Use testimonials from people they respect.	Say we have tried that before and it didn't work.
Include incentives as rewards for taking risks.	Be too opinionated or dictatorial.

AMIABLE



- Friendly, warm
- Easily trust others
- Emphatic and sensitive to others' needs
- Supportive
- Excellent team player
- Good listener
- People oriented
- Difficult in making decision
- Less frank
- Resisting to change
- Avoid risk, avoid conflicts

You could be more effective, if you try to:

- ✓ Be more assertive and straightforward with your intention and needs
- ✓ Be more tolerant with sudden change
- ✓ Not involve yourself too far in people's problems

MODIFIED BEHAVIOR TO BETTER COMMUNICATE WITH

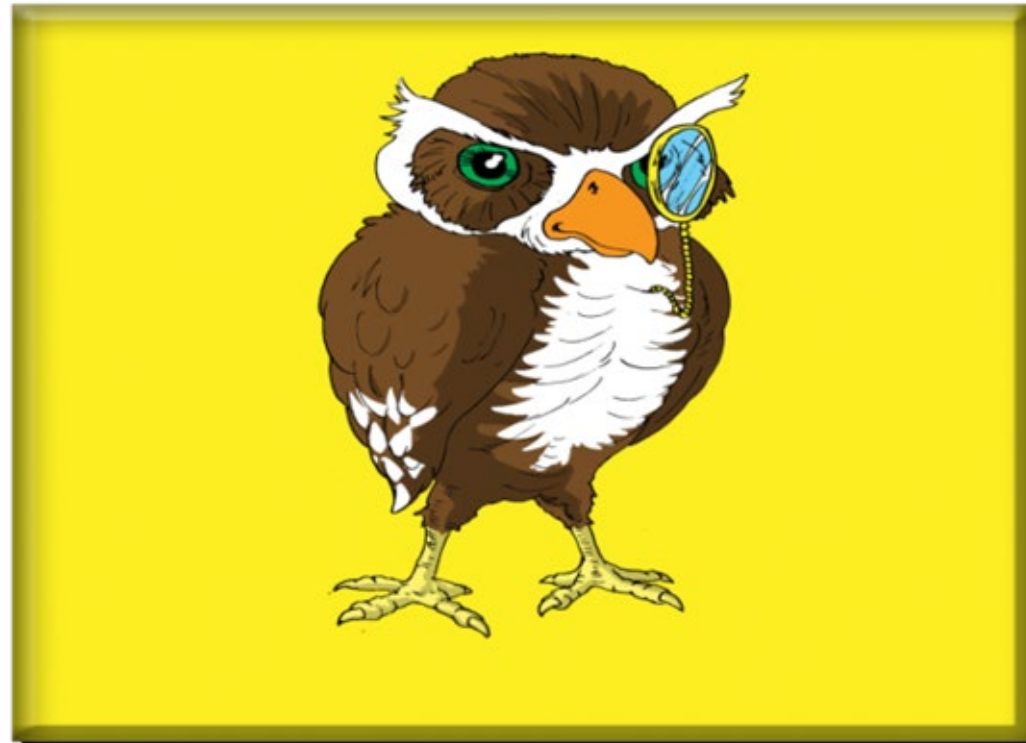
AMIABLE

- Slow down
- Get to know personally
- Invite other people to be involved
- Be warm and friendly

Strategies for collaborating with an **Amiable**

Do	Don't
Start with a personal comment to demonstrate your interest in them as a person.	Rush into business and treat them impersonally.
Be candid and open; find areas of common involvement.	Force them to respond too quickly to your own objectives.
Listen and be responsive.	Be domineering and demanding.
Present your case in a non-threatening manner which considers the impact on people.	Debate about facts and figures without considering the impact on people.
Watch carefully for areas of disagreement.	Bully them into agreement or box them into a corner - they may not fight back.
Ask 'how' questions to draw out their opinions.	Be abrupt, move too rapidly, or appear uncaring.
If you disagree, look for hurt feelings.	Be too vague as little will be accomplished.
Provide personal assurance that minimise risks.	Leave them without support as they prefer to work with others.

ANALYTICAL



- Objective
- Based on fact
- Details
- Accurate
- Task oriented
- Impersonal
- Serious
- Closed, like being alone
- Minimize risk
- Blocking other people creativity by following rules and regulations

You could be more effective, if you try to:

- ✓ Be more open in accepting change
- ✓ Be more social and communicate your needs with others

MODIFIED BEHAVIOR TO BETTER COMMUNICATE WITH

ANALYTICAL

- Slow down
- Go straight to business
- Be punctual & bring facts
- Communicate with structure
- Be detail

Strategies for collaborating with an **Analytical**

Do	Don't
Be sure to prepare your case in advance.	Be unorganised or sloppy in your approach.
Be straight forward and direct in your approach to business.	Appear overly enthusiastic or invade their space.
Include data supporting your ideas; be prepared to address both pros and cons of an issue.	Pressure them into quick decisions; prepare them with setting clear expectations.
Be organised and present specific examples.	Present new information without reference to previous examples or procedures.
Allow sufficient time to present information; be thorough in your approach.	Leave things to chance.
Present action steps in a careful, step by step format.	Be haphazard in your approach or rely on hearsay or hunches.
Present clear, accurate, and precise information on your views.	Be manipulative or disingenuous versus using supporting facts.
Reference past procedures and examples.	Set unrealistic deadlines or expectations.



Aware be aware of your and others personality type



Accept your and others personality type



Adapt with others personality type to build effective communication, relationship and to influence them

PT. FREEPORT INDONESIA

Jadwal Pelatihan

“Cross Team Collaboration”

Day 1	Day 2
<p>Module 1: We are One</p> <ul style="list-style-type: none"> • Excellent Internal service as the fundamental framework of cross function collaboration • Training Clip & Discussion: Inside Information Activity: Analysis of the service chain of my work unit in collaboration: <ul style="list-style-type: none"> - Who are my next process - Who are my before process - Key Success Factors of achieving our operational excellence 	<p>Module 5: Building Empathy & Trust</p> <ul style="list-style-type: none"> • The importance of building trust between work units/departments • Overcoming barriers in building trust & empathy • Tips for building Rapport (empathy and trust-based relationship) • Activity: Experiential learning using Empathy Games related to building trust & empathy
<p>Module 2: Aligning Cross Functional Priority</p> <ul style="list-style-type: none"> • The importance of understanding the work priorities for each work unit/department • Work priority analysis using priority matrix • Activity: Group discussions related to analysis and identification of work priorities in each department 	<p>Module 6: Managing Conflict</p> <ul style="list-style-type: none"> • Types of Conflict: constructive vs destructive conflict • Different types of conflicts that are common • Activity: Self-analysis related to the style of managing personal conflicts and the use of styles appropriate to conflict situations
<p>Module 3: Breaking Silo Mentality for Cross Function Collaboration</p> <ul style="list-style-type: none"> • Benefits & importance of team charter • Important aspects of an effective team charter • Activity: Group discussions & presentations on what to do with the difference in priorities between work units/departments and agreeing on how to work units/departments 	<p>Module 7: Assertive Communication</p> <ul style="list-style-type: none"> • The importance of communicating assertively to avoid destructive conflicts • Benefits of being assertive • Understand various behavioral styles and self-analysis related to personal assertiveness • Activity: Role play & feedback related to communicating assertively in an actual work environment
<p>Module 4: Change Management</p> <ul style="list-style-type: none"> • The importance of desire/mentality to change the way things work • Different zones of change and how to manage them • Understanding the Change Curve Model • Tips for managing yourself and others when experiencing change • Activity: Group discussions & feedback on the changes around us today and how to manage them 	<p>Module 8: Excellence Communication for A Better Service</p> <ul style="list-style-type: none"> • Communication approach for smooth work processes based on the characteristics of the communication recipient • Self-analysis using Interpersonal Style • Profile Assessment: Different types of interpersonal profiles • Activity: Group discussions & feedback on how to affect different types of interpersonal profiles