

Leadership for Future Manufacturing

Leading Together -
The Collaborative Manager

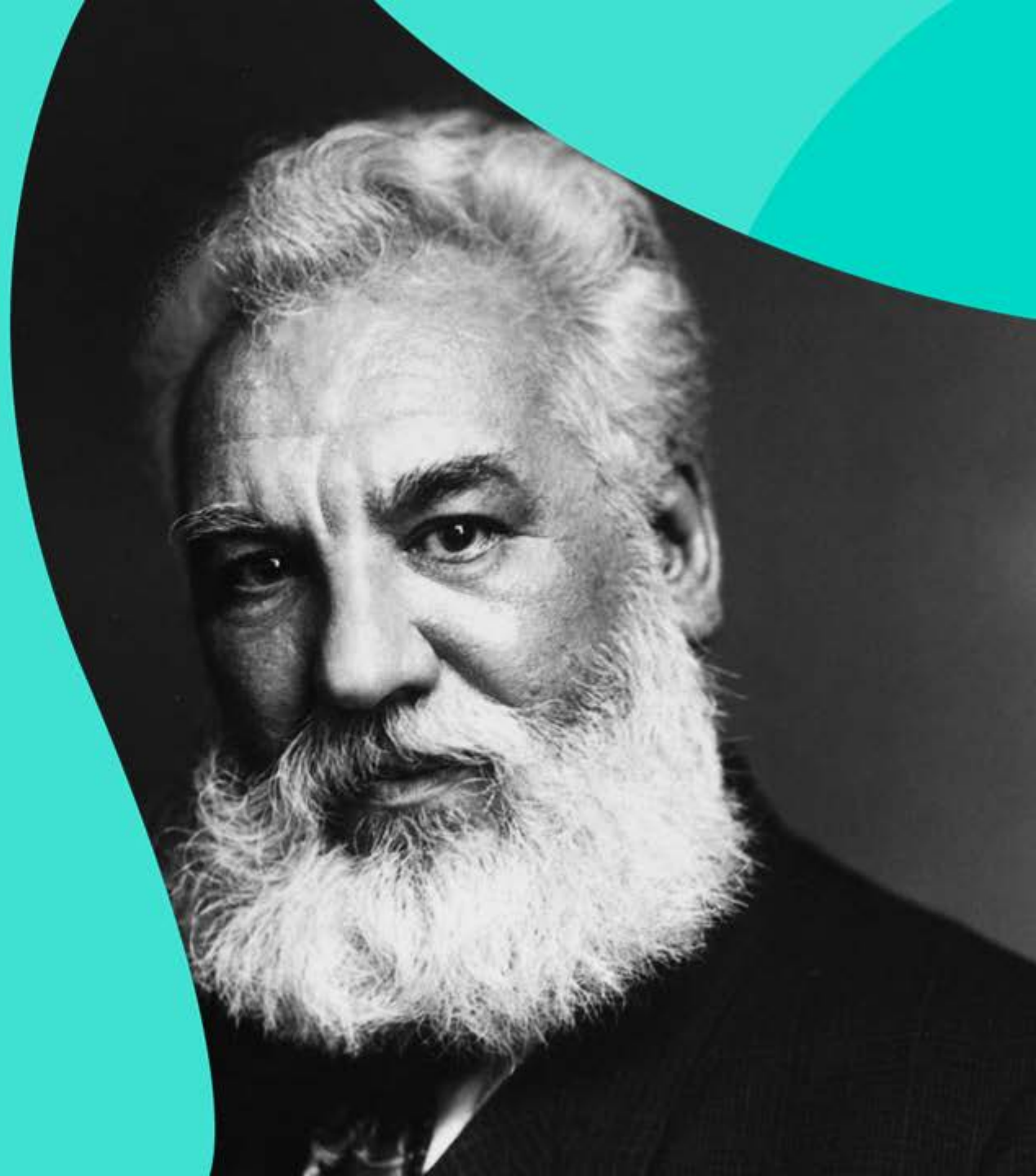


The Collaborative Manager

- Introduction

"Great discoveries and improvements invariably involve the cooperation of many minds"

- Alexander Graham Bell



The Collaborative Manager

– Learning Objectives

Influencing & Rapport



The Six Universals



Assertiveness



The Collaborative Manager

– Agenda

1. Introduction
2. Introductory Activity
3. Influencing Mapping
4. Building Rapport
5. Assertiveness
6. Final Exercise
7. Summary & The Six Universals of Persuasion
8. Commitment to Action

CARE 
DEEPLY 

FOCUS ON
WHAT COUNTS

DELIVER WITH 
EXCELLENCE 

Site Central Activity

– let's practice
Communicating and
Influencing

Activity De-brief

– Communicating for effective change

	1	2	3	4
Objectives	Change is needed and future is attainable	Minimizing period of uncertainty and managing business as usual.	Clear direction, good leadership through change.	Commitment and changes in behavior.
Expected reaction to change	Denial Frustration	Resistance	Exploring new ideas	Commitment
Moves to:	Awareness/ Understanding	Accept changes.	Commitment.	Sustained commitment.
Through:	Information	Clarity and support	Engagement	Involvement
Your role	Provide information. Case for action.	Create opportunities to talk. Acknowledge feelings. Ask: What do you need from me? Listen. Don't try to fix it or take it personally. Don't say you understand when you don't.	Facilitate. Help solve problems. Reinforce behaviors you want. Answer questions about the future.	Reinforce behaviors you want. Celebrate success. Coach. Delegate. Recognize and inspire.

Influencing Mapping

– who do we collaborate with?

Major
client



Colleague



Team
Member



My Boss



ME



What is Influencing?

- Achieving your goals with and through other people with their willing cooperation in a sustainable way
- Building in people the desire, confidence and skill to help you win
- Inspiring, releasing and directing other people's enthusiasm and energies.

This is the collaborative Manager!!



What is our typical response when something goes wrong?

“ Never be quick to assume you know what a person’s reaction is going to be; just ask them and get it right. Wrong assumptions usually leads to wrong decisions!”



Kahneman

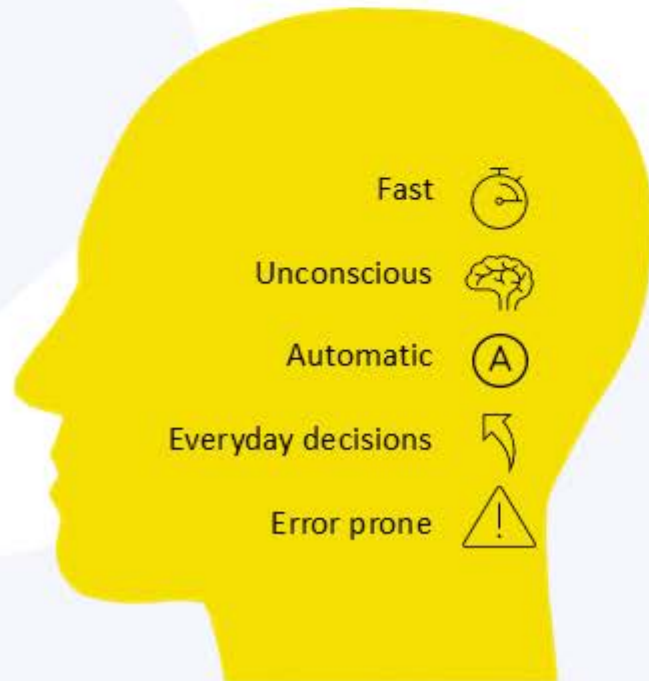
– Fast / Slow Brain

EMOTIONAL

Works continuously and effortlessly via shortcuts, impulses, intuitions

System one

> 95% of the time



RATIONAL

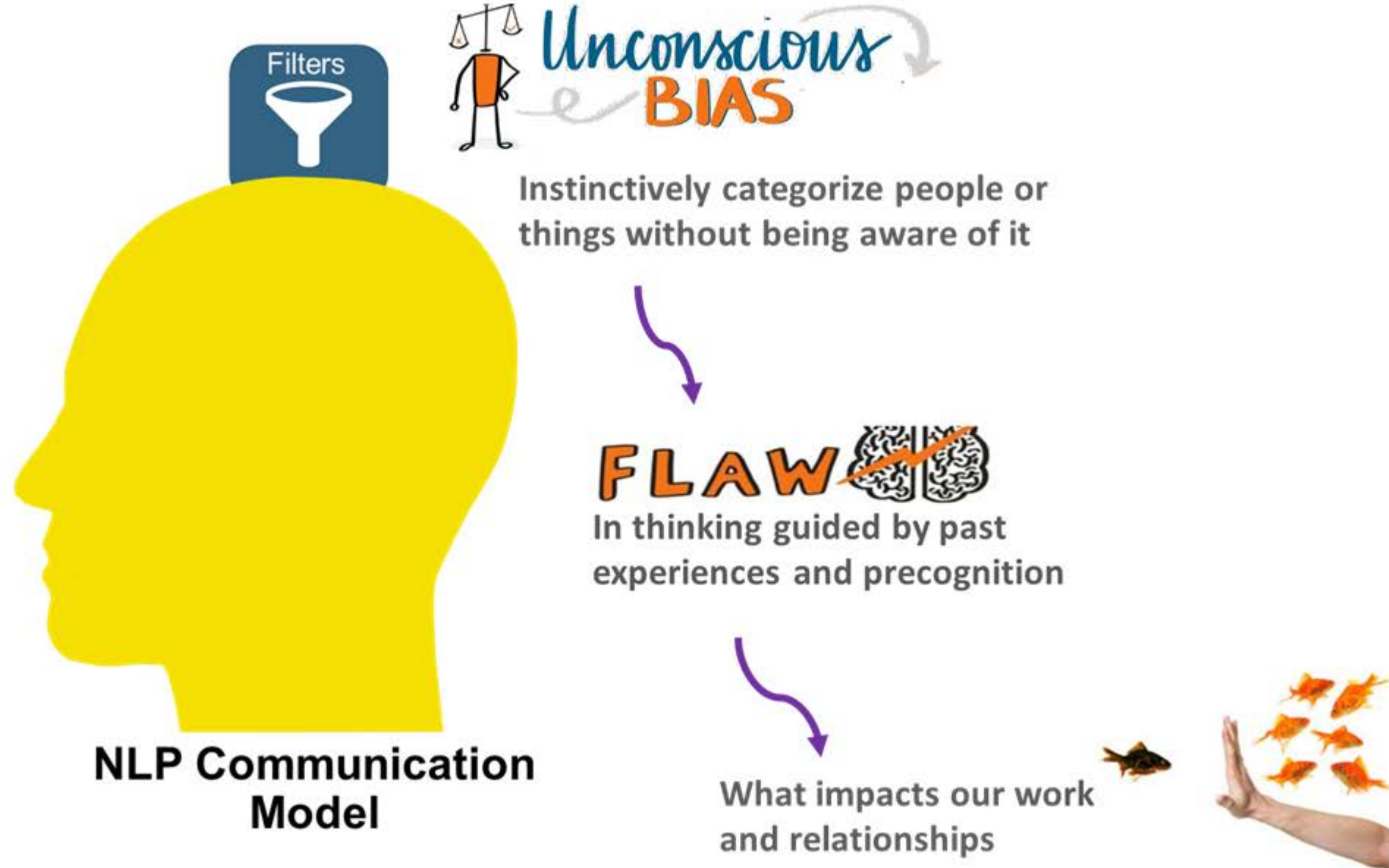
Takes effort to analyze, reason, solve complex problems, exercise self-control

System Two

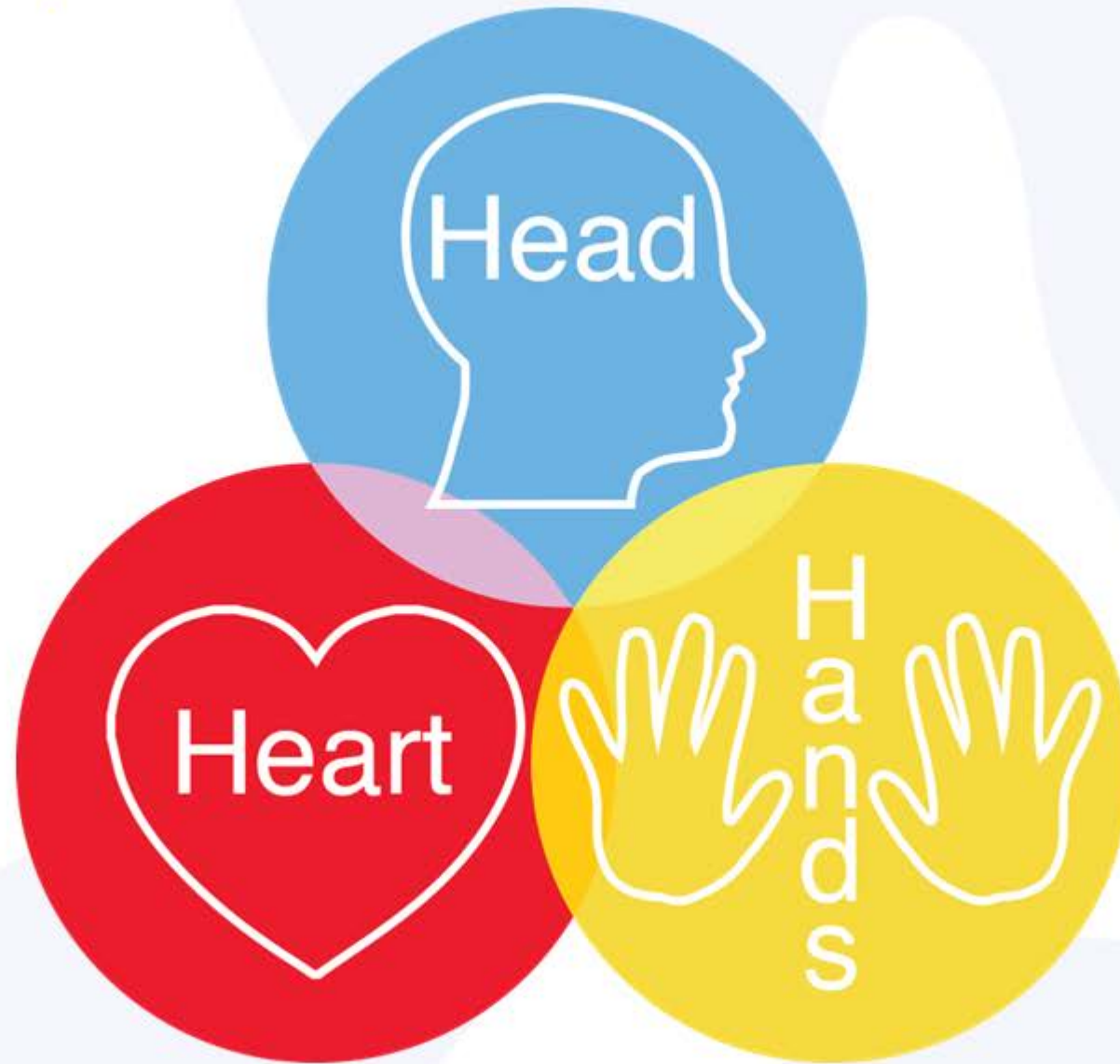
< 5% of the time



How we make sense of the world



Influencing Styles



Influencing Styles

Logical (Head) influencing is about appealing to people's reason and intellect

- Clearly and logically explaining what you are trying to achieve and why.
- Presenting arguments for organisational and/or personal benefits.
- Offering specific evidence that your goal is realistic and achievable.



Influencing Styles

Emotional (Heart) influencing is about connecting your message, goal or project to individual goals and values

- Showing you trust the person's capability.
- Explaining individual benefits to the person you are trying to influence, such as becoming more visible in the organization, learning new skills, or increasing their chances for promotion.
- Demonstrating your idea promotes their feelings of well-being, service or sense of belonging



Influencing Styles

Co-operative (Hands) influencing is about building a connection between the influencer, the person they are trying to influence and others.

- Working together to accomplish a mutually important goal extends a hand to others in the organisation and is an extremely effective way of influencing.
- Involving others in the decision-making process
- Asking for support from other people who can directly or indirectly help you influence your audience
- Achieving mutually important goals



Activity

Discuss in pairs...

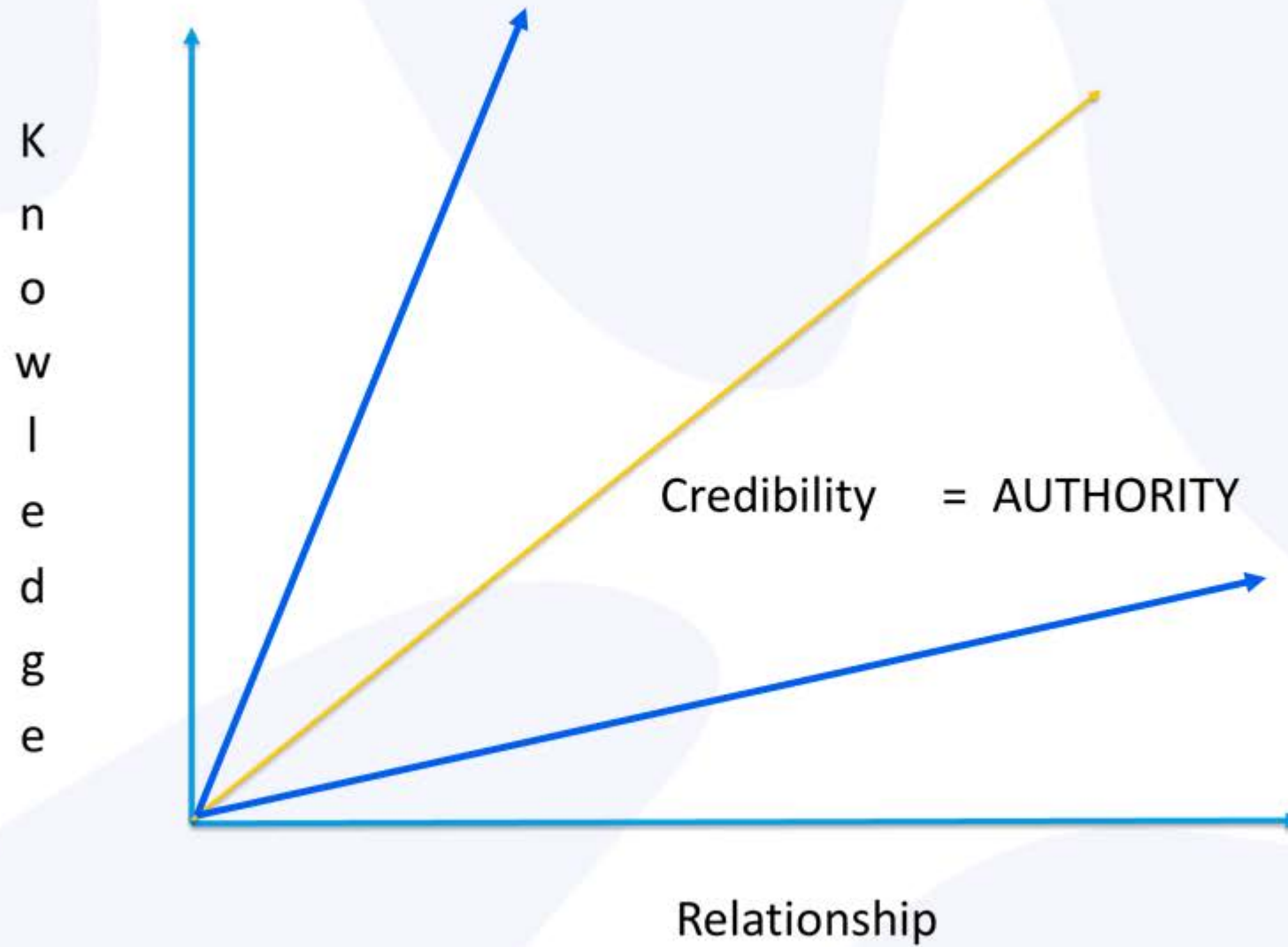
Which styles do you think you use most often?

Which style do you think would be most effective on you?

Workbook Page 3



How are we Influenced?



Building Relationship and Rapport

How is it that we “**get on**” better with some people than others ?

- people that share our values and beliefs
- people that pay us complements
- people who collaborate with us and work towards common goals

What have you ever done for your stakeholders...?

Is there anything we can do to improve the situation if we do not naturally get on with someone?

How do I build rapport quickly with someone but I don't have much time to do it?



The Communication Triangle



How can we build Rapport?



Activity - Influencing Behaviours

Dominant – Assertive - Submissive

How would you describe these behaviours

Workbook Page 4

Influencing Behaviours

Dominant

- Over-bearing
- Forceful
- Frustrated
- Negative
- Nasty
- Others uncomfortable



Influencing Behaviours

Assertive

- Stepping up
- Driving conversation
- Making things happen
- Being supportive
- Keeping control of situation
- Listening



Influencing Behaviours

Submissive

- Social anxiety
- No challenge
- Go along with it
- Care about others than self
- Not share your thoughts / beliefs
- Avoid confrontation
- Lack confidence / shy
- Can have the knowledge



The Behavior Wheel

RESPONSIVE

Stop and think before you decide on how to respond taking into account the other person's concerns.

"I think then I act".

ASSERTIVE

Asking clearly for what you want without putting yourself or the other person down in any way.

"I run me".

SUBMISSIVE

Reluctance to ask clearly for what you want

"you run me".

DOMINANT

Demanding what you want with little or no concern for the other person

"I run you".



MANIPULATION

Assertiveness is.....

“Asking clearly for what you want without putting yourself or the other person down in any way”

- Respecting others opinions
- Seeing it from their point of view
- Demonstrating clear empathy...
- Thinking through the consequences

How to remain Assertive

- **Listen carefully and demonstrate active listening**

Stay in the moment, listen with intent

- **Do not get defensive**

Do not defend your position but explore the other persons point for further understanding

- **Assume Positive intention**

Demonstrate empathy for the other persons position and then ask them to understand yours

- **Remove the Emotion**

Take away the personal issue



Assertiveness Techniques

Technique	What Is It?	Useful When?	What to Practice	What to Avoid
Highlighting Consequences	Drawing attention to the inevitable outcome of a particular approach	As a last resort you feel you have to draw the line	As with negative assertion and fogging	Impatience; proximity; aggressive or personal words
Self Disclosure	Sharing what you think or what you feel	You want to demonstrate trust and openness	Concerned expression; open gestures;	Anxious expression; whining tone; evasive gestures.
Sign Posting	Letting people know what sort of communication you are about to make	You need to clarify the process and stress open communication.	Describing the type of comment you are about to make using hand signals to draw attention	Histrionics – needs to be proportional to the point
Basic Assertion	Saying what you want	At the start of the conversation or when your views are in danger of being ignored	Neutral expression	Signs of impatience or anxiety
Empathy	Showing that you can and do appreciate the other persons situation	You suspect the other person may feel hard done by	Concerned expression, soft focus eye contact, warmth	Excessive warmth or concern, cliché; rapid response

Assertiveness Techniques

Technique	What Is It?	Useful When?	What to Practice	What to Avoid
Negative Assertion	Choosing to agree with a persons comment even though it may have been made in an offensive manner	You want to sidestep a comment and show it has no effect on you. Or to refocus the conversation.	Neutral expression, neutral tone of voice and eye contact, open body posture	Bored expression, condescending tone, eyes rolled upwards, protective posture.
Fogging	Reflecting back what the other person has said, possibly paraphrased more rationally or less emotively.	To resist temptation to become emotional yourself	As above but with relaxed posture	Expressions of disbelief, sarcastic tone, know it all look
Probing	Asking Open questions to encourage the other person to speak	You want to avoid immediate response and invite the person to explain what they have said	Gently inquiring or neutral expression; emphasis on factual words; moderate eye contact; relaxed open posture	Inquisitorial or accusing expression; emphasis on personal words; excessive eye contact or arrogant posture
Broken Record	Repeatedly stating what you want, how you feel or what you think	When you need to be persistent and avoid engaging the other person's rules	Emphasis on key words; steady eye contact; relaxed open posture	Vocal hesitancy; evasive looks; aggressive or submissive posture

Collaboration **Exercise**

Putting everything we have discussed today into practice.....

Workbook pages 5-7

- Working together and following the instructions you need to reach agreement on how to deal with the scenario presented to you
- Votes are not allowed – you need to reach agreement
- Everyone needs to participate
- You have 20 minutes to complete the task



Application Practice

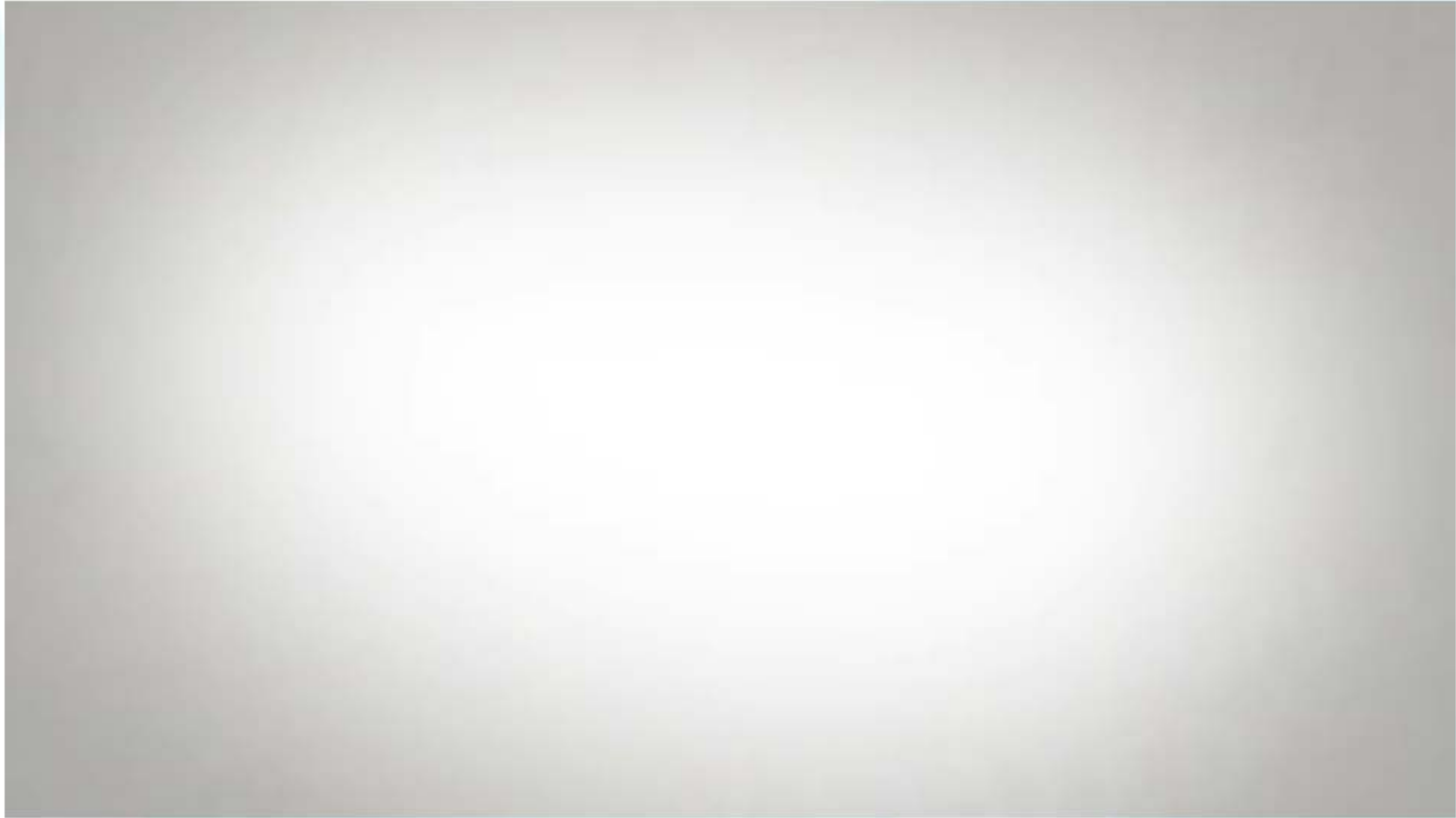
This activity is for your application practice – to take your learnings into the daily routine.

- Identify someone from your influence map.
- Think about a recent situation when interacting with them – how did it go? What could you have done differently.
- Next time you interact with the person – apply some of your new influencing skills. Did it make a difference?
- We will review your feedback during our next session. Good luck!
- Workbook Page 8



The Collaborative Manager – Summary

The Six Universals of Influencing



The Universals

- **Reciprocity** – we help people who have helped us
- **Scarcity** – what will I stand to lose?
- **Authority** – we value expertise
- **Commitment / Consistency** – we like to stick to our guns
- **Liking** – we are more likely to help those we like - rapport
- **Social Proof / Consensus** – when we are not sure, we take our lead from known practice



Influencing & Rapport



The Six Universals



Assertiveness



COMMIT TO ACTION

STOP START CONTINUE

One thing I should stop doing / do less of

One thing I would like to start doing / do more of

One thing I should continue doing



Instructions for Site

- The purpose of this exercise is to experience the process of managing change.
- You will be working with another group, located at Central, in another room.
- For the next 20 minutes, you are a task force at Site.
- You can do nothing without the explicit instructions or approval of the Central group.
- The space in which you are standing is your “assigned position”. The way you are facing is your “assigned direction”.
- For the duration of this exercise, you must not leave the room.
- While waiting for instructions, please discuss how you want to work together.

Instructions for Central

- The purpose of this exercise is to experience the process of communicating change. You will be working with another group (called “site”), located in a different office. You have 20 minutes to “reorganize” the people in the other room in a way that complies with the regulations and rules specified below. You are accountable for the completion of the task
- At any given time, only one person from your group may go into the other room as a liaison with the site group. Everyone but the current liaison must stay in this room. The group in the other room has been told that they cannot do anything without your instructions or approval. You may not share this screen at any time. You have at your disposal: your group, the site group members, paper, pens, and shared whiteboard facility.
- YOUR TASK is to move the site group members from their “assigned positions” to their “reassigned positions” by making only legal moves. They have been physically placed in their assigned positions. In this reorganization, the people who start on the right-side facing left must finish on the left side facing left and in their original sequence. The people who start on the left side facing right must finish on the right side facing right and in their original sequence.

The Rules for Central

RULES

- There are only two legal moves:
 1. A site member may move forward into an empty space immediately in front of him or her
 2. A site member may move forward around one person if that person is facing him/her AND if there is an empty space directly behind that person.
- No one may turn around; everyone must remain facing in his or her assigned direction. Site members who get “stuck” MAY return to their assigned positions and begin the reorganization again.
- Only one person may move at a time
- Success is a flawless performance from start to finish. Timing: 20 minutes.