



Build Collaboration and Gain Buy-In

As organizations re-think how work is done, make shifts to virtual or hybrid work environments, and adjust to changing business demands, it's essential that leaders ensure effective collaboration is maintained.

Teams must be able to work more productively together, in a motivational climate, so that organizational goals are achieved. Collaboration is therefore a cornerstone of this effort.

Get greater insight into how to build collaboration and gain buy-in by reviewing the guidelines below. Then use the exercise template as it applies to your particular collaboration situation.

Building Blocks of Collaboration



Effective collaboration must include these basic elements:

- ▶ A clear business case/rationale for collaboration
- ▶ Cooperative people with complementary skills
- ▶ Shared goals, deliverables, products or services
- ▶ Disciplined processes, roles and responsibilities
- ▶ Enough authority and sufficient resources
- ▶ Agreed-upon guiding values, principles or norms

Getting Buy-In for Collaboration

Every team member brings their own unique skills, personality, and experience to collaborative efforts—so it's helpful to remember the following pointers for gaining universal buy-in:

- ▶ Make a strong business case for collaborating
- ▶ Create a climate conducive to collaboration
- ▶ Establish collaboration as a valuable norm
- ▶ Set an example as a good collaborator
- ▶ Teach it, uphold it, coach it, and ask partners to also model it
- ▶ Provide recognition and rewards when they do so
- ▶ Hold people accountable when they don't do it
- ▶ Show how to turn conflict into collaboration



Exercise Template: 6-Step Process for Coaching Weak Collaborators

Since we all have different sensibilities, knowledge and communication styles, strong collaboration doesn't come naturally to everyone. Using the following template for one of your own collaboration situations, complete the column on the right-hand side of the template below, using the left-hand side as your guide. Envision an interaction with a weak collaborator, and what you might say to get them to more actively collaborate:

1 Be an ally, not an adversary	I like that you...
2 State the facts about what you observed	I noticed that...
3 Ask for a response and listen carefully	What can you tell me about that?
4 Restate the benefits of collaboration	Please remember that...
5 Ask how the person could collaborate better	So, what could you do about that?
6 Offer choices, not demands	I'd like to see...

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