Winning the Race for Effective Strategic Alliances

Establishing Goals and Strategies to Collaborate
**Key Discussion Points**

What do you see as the biggest challenge of a Chamber Collaboration?

What do you see as the biggest advantage of a Chamber Collaboration?

What skills should one possess in order to be effective in leading an alliance?

What types of communication skills do leaders need to be effective?
Three S’s of Speaking/Training Success!

- Strategy
- System
- Scalability
TOP CHALLENGES

Chamber Members

- Improving sales effectiveness
- New customer acquisition
- Increasing sales productivity
- Year over year revenue growth
- Acquiring the right talent/leaders
- Transforming the sales model
- Customer retention

Chambers of Commerce

- Getting new members
- Retaining current members
- Current and timely education topics for members
- Growing the Chamber revenue stream
- Hiring the right person for the job
- Creating added value to membership
- Getting/keeping members engaged
Characteristics of Leadership

• Empowerment
• Vision
• Communication
• Role Model
Empower Our Teams: Appreciate the Strengths of Everyone in the Organization

“In order to succeed we must be open and inclusive, we must embrace the marvelous and exciting diversity which is waiting to enrich our lives.”

Tazeem Nathoo
“Individuals carry their success and their failure with them… it does not depend on outside conditions…”

*Ralph Waldo Trine*
RACE to Extraordinary

Responsibility
Accountability
Consequences
Excellence
“You think you understand the situation, but what you don’t understand is that the situation just changed.”

Howard Putnam
Cultural Climate Factors

- Openness
- Trust
- Alignment
Assessing Your Culture: Defined

Heroes / Sheroes: The organization’s stars; the stories told about them

Rituals: Routine activities celebrating the rites of passage of the members of the organization

Play: Activities providing an outlet for releasing stress and enhancing camaraderie
Assessing Your Culture

Ceremonies: Special rituals unique to your organization

Communication / Language: The process of interacting and sharing

Values: Overt and covert…. How are people treated at all levels?
Assessing Your Culture

**Relationships:** Which roles are played by members of the group?

**Education:** Which is valued more: schooling, experience, time on the job?

**Politics:** How is power acquired and shared?

**Aesthetics:** How is beauty displayed in the physical environment?
Collaborative Problem Solving

The PREDI plan
The PREDI System

Problem defined
Root causes
Explore possible solutions
Decide on best solution
Implement an action plan
The PREDI System

Problem Defined
  Focus: Clear problem statement

Root Causes
  Focus: Understanding causes of problem

Explore possible solutions
  Focus: List options

Decide on best solution
  Focus: Choose best solution/s

Implement an action plan
  Focus: Detailed action plan
Types of Problems

1. Problems that are a normal component of the job

2. Problems that are caused by factors within the work environment

3. Problems caused by the lack of skills

4. Personal problems
Characteristics of Effective ….
Characteristics of a Team

- Common purpose, goals, objectives
- Listeners
- Differences are freely expressed
- Energy focused on problem-solving
- Balanced roles
- Encourage risk
- Develop a climate of trust
Characteristics of a Team Leader

- Be a good communicator
- Be an encourager
- Give praise and recognition
- Willingness to change
- Represent the team and fight a good fight
Characteristics of a Team Member

- Support team leader
- Express opinions for and against
- Accept responsibility and ownership
- Take the role of “A Jazz Player”
- Avoid being parental
- Criticize ideas, not people
Factors Affecting Individual Team Effectiveness

- Understanding of yourself
- Values
- Degree of openness
- Personality or behavior style
- Skills of individual team members
- Understanding the team process
The Team Process

- Clear goals and objectives
- Contributions from all team members
- Individual and team support
- Clear roles
- Address differences assertively
Attitudes Toward Problem Solving

- Never had any so can’t answer
- Stimulating/Opportunities
- Disturbing/Enjoyable
- Quite interesting
- Hard work
- Something to be avoided
- Stressful
- Just something that has to be coped with
- Demanding/Undemanding
- Exciting
Possible Solutions to a Problem

- Develop a solution
- Refer the problem to someone else in your group (a colleague, a superior, or a subordinate)
- Return the problem to where it came from
- Do nothing for now and see if the problem goes away
- Ignore it completely
- Bring in an outside expert
- Convene a problem solving task group
- Take action at the source to see that the problem ceases to occur
1 Problem Defined

Focus: Clear Problem Statement
Steps to Recognizing Problems

1. Jointly agree that a problem exist.
2. Describe the problem situation.
3. Write a clear problem statement.
Key Principles to Consider When Identifying the Problem

- Avoid describing problems by describing desired solutions.
- Differentiate between facts and assumptions.
- Describe the situation in terms of where you are now and where you need or want to be.
- Don’t let team discussions turn into gripe session.
- Gain agreement on the problem statement.
EXERCISE # 1

Write out a problem statement for a situation your team is attempting to solve.
2. Root Causes

Focus: Understanding causes of problem
Key Principles to Consider for Determining Root Causes

- Be creative in gathering and analyzing information.
- Strive to differentiate causes from effect.
- Consider what, where, when, who, how, why, and how often!
- Keep all those affected by the problem involved and informed.
- Attack the issues and not people.
- Gain agreement on the root causes for a given problem or issue.
Steps to Defining Root Causes

- Find out where the problem occurs.
- Gather and study relevant information:
  - Interviews
  - Personal observations
  - Reports, memos, work orders
  - Background information
- Jointly agree on root causes.
Key Questions to Remember

What are the cause and effect relationships?
Where/when does the problem occur?
What additional information do we need?
What are the benefits in fixing the problem?
What are the consequences of doing nothing?
Tools for Determining Root Causes

Brainstorming

Force Field Analysis

Why-Why Diagram
To Use Force Field Analysis

1. Clearly identify the problem.
2. Clearly define what the present situation or behavior is.
3. Define clearly what you would like to see when the problem or situation has been solved.
4. List the forces working for the desired change.
5. List the forces working against the desired change.

Note: Brainstorming can be used to assist in list development.
ACTIVITY: LIST SOME OF THE DRIVING FORCES AND RESTRAINING FORCES FOR BUYING A NEW CAR.

Positive Forces

Negative Forces
**ACTIVITY:** Identify the restraining forces and the driving forces of your team problem.

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<tr>
<th>Positive Driving Forces</th>
<th>Negative Resisting Forces</th>
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EXERCISE # 2: Identify the root causes of the problem your team is attempting to solve.
3. Explore Possible Solutions

Focus: List Options
Key Principles to Consider When Exploring Possible Solutions

- Good ideas can come from anywhere.
- Look for solutions from within as well as immediate situations.
- Use analogies, examples and models to stimulate creativity.
- Listen for potential solutions.
- Be open and say what is on your mind.
- Work to combine and add to suggested ideas.
- Contributions from all members (synergy).
Steps to Explore Possible Solutions

- Focus on root causes.
- Brainstorm ideas
- Organize ideas into alternative solutions
Tools for Exploring Possible Solutions

Brainstorming
Mind Mapping
4. Decide on Best Solution

Focus: Choose Best Solutions
Guidelines for Getting Agreement

1. Identify where there is agreement and disagreement.
2. Find an acceptable/observable fact as a reference point.
3. Determine where viewpoints overlap.
4. Try to reconcile the different opinions by using:
   - Worse case scenario
   - Pros and Cons
   - Test for understanding
   - Ask holdouts what it would take to accept the majority decision
5. Actively listen
5. Implement an Action Plan

Focus: Detailed Action Plan
SMART

Specific
Measurable
Achievable
Relevant
Time-Dimensional
Sample Problem Statements

Customer request turnaround has exceeded the 30 day mark almost twice as much as it did by this time last year.

This facility has an extremely poor modernization record.

Uncollected receivables percentages have increased 10% since the beginning of the year.

Staff are resisting the move from a review-everything approach to a risk-based, results-oriented approach.
Assess Chamber’s your Culture

___ Heroes/Sheroes
___ Rituals
___ Play
___ Ceremonies
___ Communication/ Language
___ Values
___ Relationships
___ Education
___ Politics
___ Aesthetics