

A group of runners are crossing a finish line marked by a red ribbon. The runner in the foreground is a woman with her arms raised in celebration, wearing a grey shirt and a bib with the number 103. Other runners are visible behind her, including a man in a maroon shirt with bib 52 and another man in a grey shirt with bib 38. The background is a blurred green field with trees.

# ***Winning the Race for Effective Strategic Alliances***

Establishing Goals and Strategies to Collaborate

# ***Key Discussion Points***

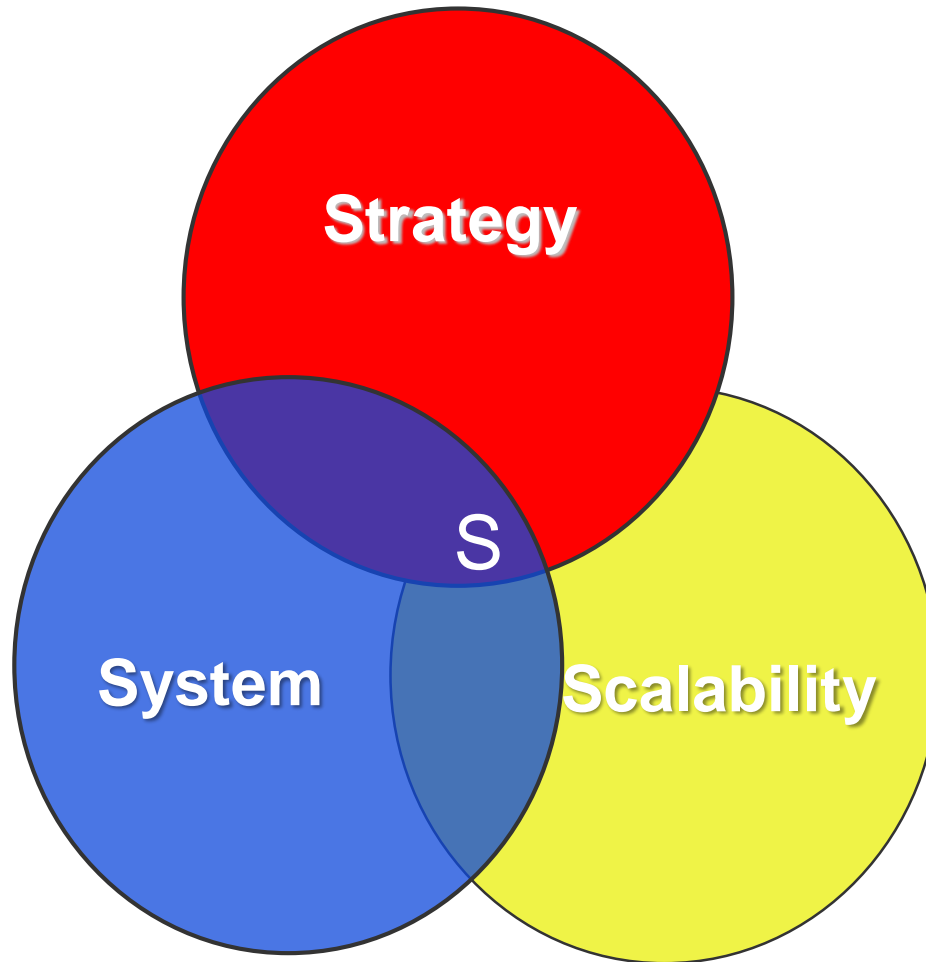
What do you see as the biggest challenge of a Chamber Collaboration?

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!



# ***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**

**Simple**

Hired Gun  
Surgeon

Off the Shelf

**Chaos**

**Complex**

Sense  
it

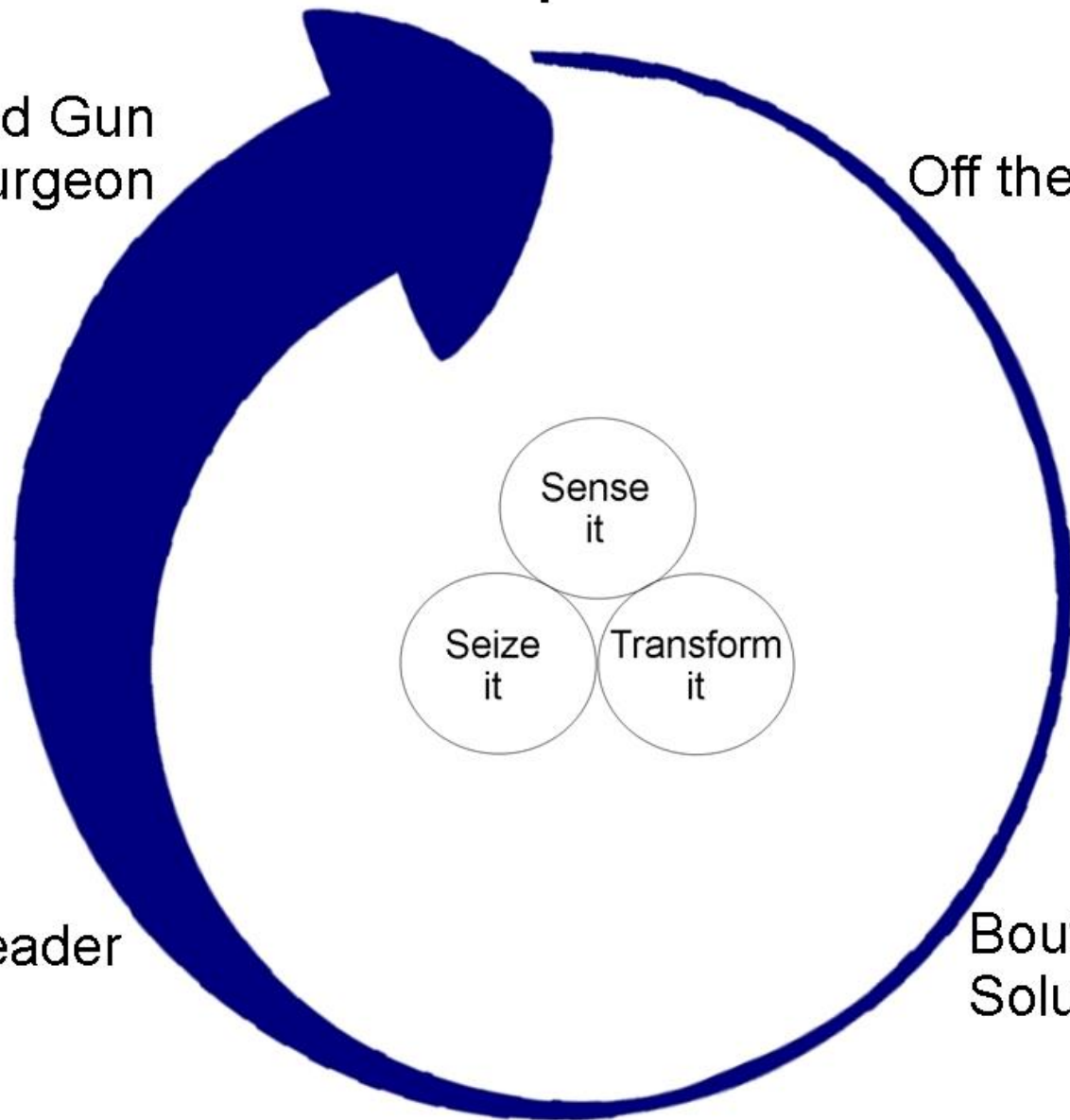
Seize  
it

Transform  
it

Thought Leader

Boutique/Targeted  
Solution Provider

**Complicated**



# ***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***

A group of runners are crossing a finish line marked by a red ribbon. The runner in the foreground is a woman with her arms raised in celebration, wearing a grey shirt and a bib with the number 103. Other runners are visible in the background, including a man in a dark blue tank top with bib number 38. The background is a blurred outdoor setting with trees and a bright sky.

**Responsibility**  
**Accountability**  
**Consequences**  
**Excellence**

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

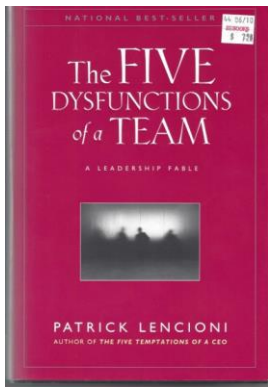
*Howard Putnam*

# Cultural Climate Factors

- Openness
- Trust
- Alignment

# First Things First

## The Five Dysfunctions of a Team



# 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

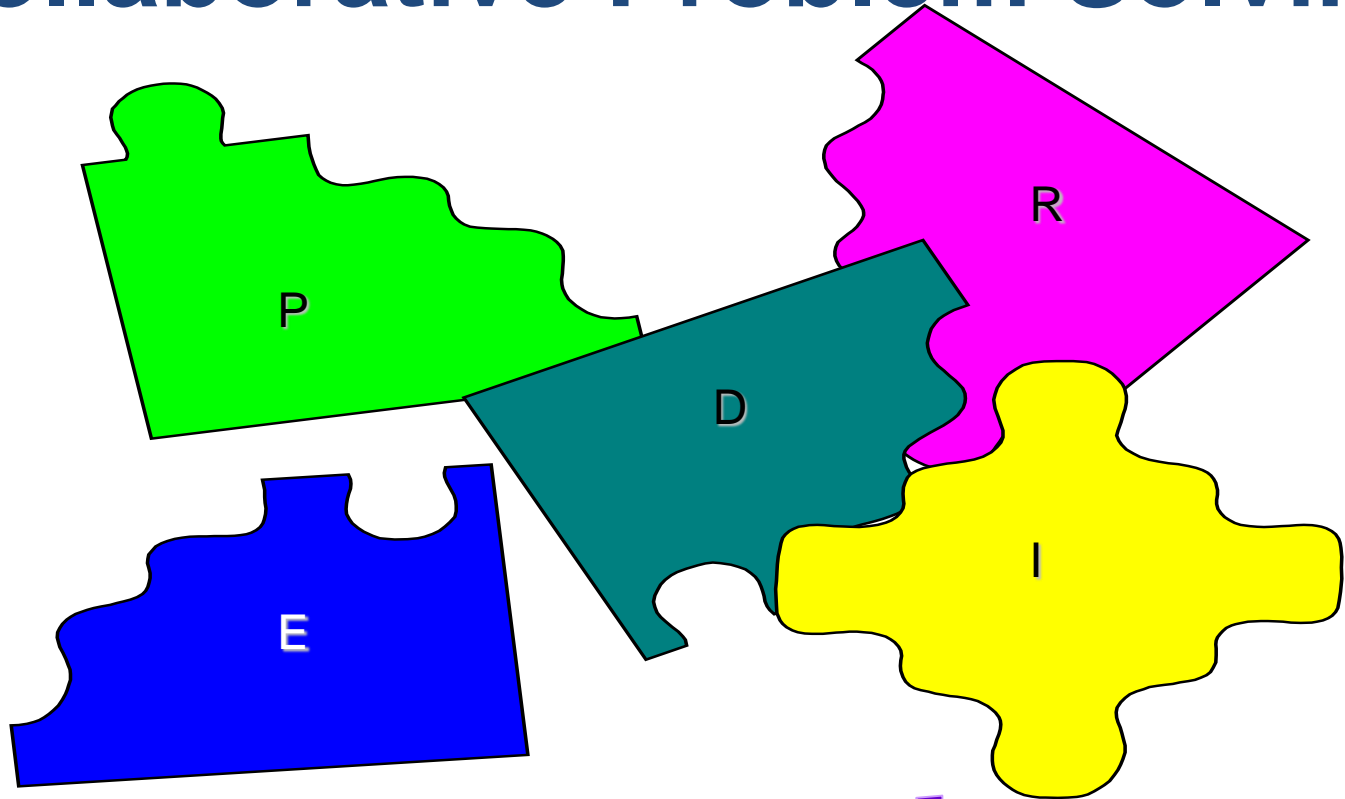
**Relationships:** Which roles are played by members of the group?

**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

***P**roblem defined*

***R**oot causes*

***E**xplore possible solutions*

***D**ecide on best solution*

***I**mplement 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 ....

....Teams

. ....Team Members

.... Team Leaders

# 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

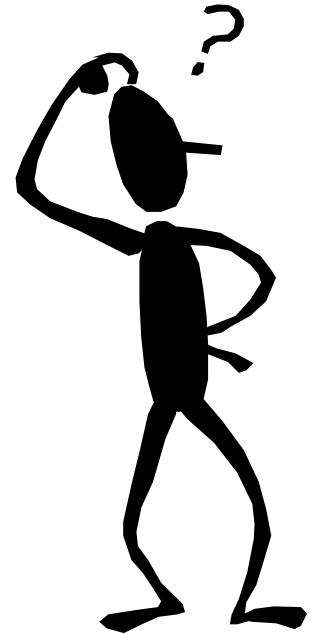
- Understanding of yourself
- Values
- Degree of openness
- Personality or behavior style
- Skills of individual team members
- Understanding the team process

# 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

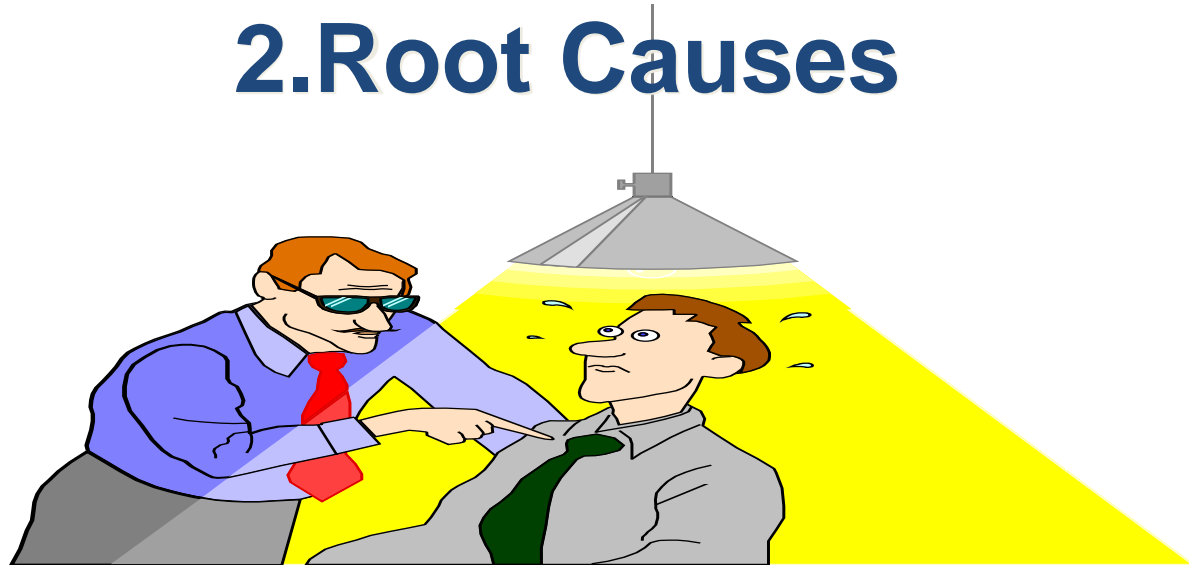
# Key Principles to Consider When Identifying the Problem

- 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**

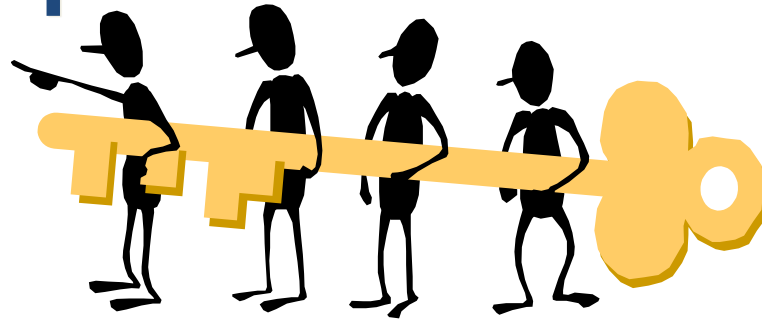
***ACTIVITY: Identify the restraining forces and the driving forces of your team problem.***

***Positive Driving  
Forces***

***Negative Resisting  
Forces***

**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

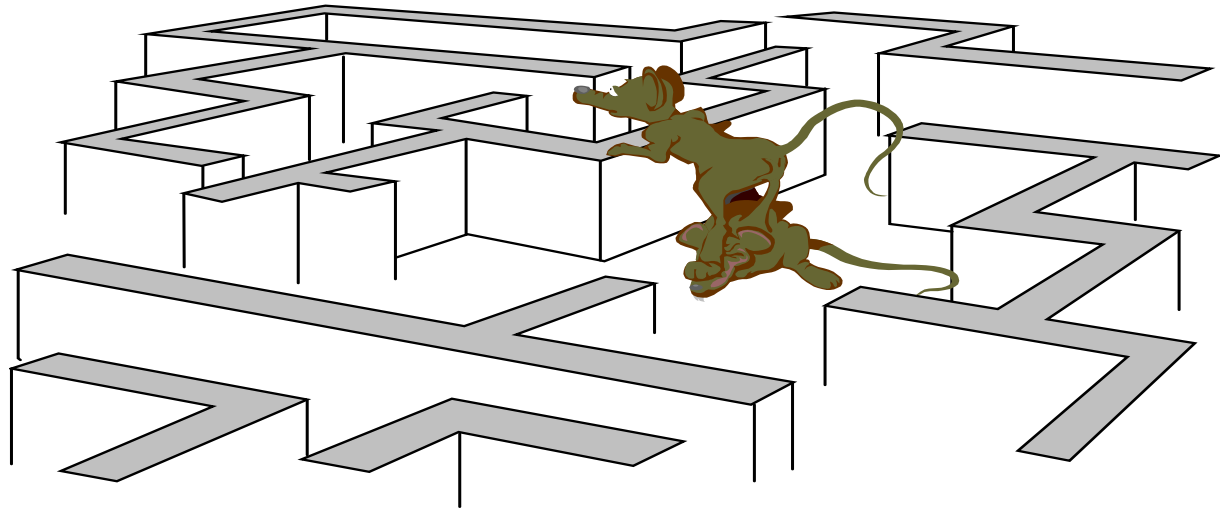
- Good ideas can come from anywhere.
- Look for solutions from within as well as immediate situations.
- Use analogies, examples and models to stimulate creativity.
- Listen for potential solutions.
- Be open and say what is on your mind.
- Work to combine and add to suggested ideas .
- Contributions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

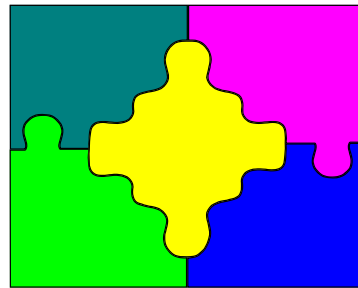


Focus: Choose Best  
Solutions

# 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
6. Keep an open mind.

## 5. Implement an Action Plan



Focus: Detailed Action  
Plan

# SMART

Specific

Measurable

Achievable

Relevant

Time-Dimensioned

# 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	_____