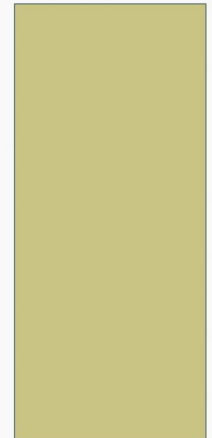


COLLABORATION SKILLS

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AGENDA

- 5 styles of problem solving and where collaboration fits
- Learn and practice the most important skill of collaboration – moving from positions to needs
- Learn how the skills can be used in a 6-step process
- Create a team agreement about how to work together during the Hackathon

BREAKOUTS

Introduce yourself and share:

- What excites you about participating in the Hackathon?
- What do you really hope IS NOT part of your Hackathon team dynamic?

GROUP PROBLEM SOLVING CHALLENGES

Add to the Jamboard:

- In your experience with group problem solving, what can make it challenging?
(ie what do you really hope IS NOT part of your Hackathon team dynamic?)

5 STYLES OF PROBLEM SOLVING

There are 5 basic styles of problem solving:

- Compete
- Avoid
- Accommodate
- Compromise
- Collaborate

5 STYLES OF PROBLEM SOLVING

Each style of problem solving can be appropriate in different situations. Using one style for all situations will create conflict.

COMPETE

"This has to be done my way."

Potential uses:

- When quick, decisive action is needed (e.g. in emergency)
- On important issues where unpopular actions need implementing
- When you've agreed to engage in competition

AVOID

"I don't want to get involved."

Potential Uses:

- When an issue is trivial or more important issues are pressing
- Potential disruption outweighs the benefits
- Let people cool down and gain perspective
- When it's not your conflict, you don't have a relationship with the other person or a stake in the outcome

ACCOMMODATE

"Because that's what you want, I'll agree."

Potential Uses:

- When issues are more important to others than to you
- To build relationship
- When harmony and stability are especially important
- To allow others to develop by learning from mistakes

COMPROMISE

"We need to find a middle ground on this."

Potential Uses:

- Goals are important but not worth the time it could take to collaborate
- Achieve temporary settlements to complex issues
- Arrive at expedient solutions under time pressure
- Backup when collaboration or competition is unsuccessful

COLLABORATE

"Let's hear all perspectives and seek a solution that meets all of our needs."

Potential Uses:

- Find a joint solution when concerns are too important to be compromised
- To merge insights from people with different perspectives
- Gain commitment by incorporating concerns into consensus
- When the working relationship and the outcome is paramount

COLLABORATION

Collaboration is the art of working together for good solutions and good relationships.

Identifying and meeting the needs that underlie positions is the key skill in collaboration.

BREAKOUTS

From your experience, what are the key ingredients/ components for successful collaboration?

Use the cards to identify and discuss 3-4 that are most important to you.

WHY BEFORE HOW

Identifying and meeting needs that underlie positions is the key skill in collaboration.

What is a Position?

A position is what a person thinks will solve or 'fix' a problem. It is their preferred solution.

What are Needs?

Needs are the **interests**, **hopes** and **values** underneath the positions, or solutions people think will fix a problem. They are what motivates someone to take a particular position. Needs are the most basic answers to the questions "why does that work for you?", "what do you like about that?".

NEEDS

Position: I won't work with him again.

Interests: respectful work relationship, teamwork, fairness in decision making

Position: We have to redesign the building.

Interests: engage clients, accessibility, increase productivity

Position: The meeting has to take place in Charlottetown.

Interests: using our time efficiently, manageable workload

NEEDS

Positions limit the outcomes and can create win/lose results. Needs address underlying needs and hopes and open up a variety of options which can result in win/win outcomes, since the more options you can generate, the more likely it is that solutions can be found that truly meet everyone's needs.

NEEDS

Some ways to think about the difference between positions and needs:

- A Position answers the question “HOW?” A Need does not tell you “HOW”.
- A Position cuts off potential options. Options to meet a Need are limitless.
- Needs are not tangible. Positions are concrete, tangible, and sometimes specific enough to appear on an action plan.

NEEDS

Knowing your own needs and those of other key stakeholders to a problem helps you be clear about:

- what problem you are solving
- what the criteria for evaluating success is
- how to best work together to problem solve and implement the final plan

HOW TO IDENTIFY NEEDS

1 Ask needs Exploring Questions

2 Name needs in the hoped-for-future

NEEDS EXPLORING QUESTIONS

- What is it about ... that is important to you?
- What concerns you about....?
- What do you value about....?
- What do you worry will happen if...?
- What do you like about ...?
- What would that accomplish for you?
- What would that do for you?
- How will that help?
- If that happened, what do you worry would be the result?
- In what ways would that help address your concerns?
- What need would that address?
- What is it about that that bothers you?

NAMING NEEDS

- Listen and ask open questions, including needs exploring questions, as necessary, digging deeper by asking questions about the responses you get.
- Guess the need(s).
- Clearly state the need in the hoped-for future:
 - make the need statement forward looking (ex. “You want to be appreciated for your work.”)
 - use positive language (it’s the hoped-for future, not the dreaded future...)

NEEDS EXPLORING ACTIVITY

In pairs, with one partner playing a role and the other practicing the skills, practice needs exploring, asking needs exploring questions and naming and summarizing needs in the hoped-for-future. Then switch roles.

Try to uncover at least 3 needs for each scenario.

Do not try to resolve the conflict.

FRAMING THE ISSUE(S)

When you know the needs behind your own positions and solutions, or the positions and solutions of others, and use them to frame the issue that needs to be solved, collaboration and solutions that meet all needs is possible.

FRAMING THE ISSUE(S)

For example, instead of focusing on positions and asking, “Should we have the meeting in Summerside or Charlottetown?”, in a collaborative process, we focus on the needs, and ask:

“How will work together in a way that enables us all to have manageable workloads and use our time efficiently?”

SIMPLE COLLABORATIVE PROCESS

1 **agree how to work together** to meet needs of team members

2 **share initial perspectives** on the problem

3 identify the **needs** to be met (your own and those of other key stakeholders)

4 **frame issue(s)** with a focus on needs

5 **brainstorm options**, using needs as evaluation criteria

6 clarify **agreement/plan**

WHEN TO USE THE PROCESS

- Using the process to agree on how you want to work together with your new team, as a first task, will help you avoid the typical pitfalls of team dynamics that reduce efficiency, productivity and enjoyment of the exercise.
- In moving forward with the issue your team is assigned, you can use the process to identify the needs of the key stakeholders the issue impacts, to get really clear on the problem to solve, and to open up your creative thinking about solutions.

TEAM AGREEMENTS ACTIVITY

Use the cards to identify 3-4 that represent your priority needs regarding how you want to work together with your team during the Hackathon.

TEAM BREAKOUTS

- Take 1 minute each to share your 3-4 cards and why they are important in terms of working together. Take note of your teammates choices.
- Brainstorm ideas for how to work together in a way that meets those needs.

NEXT STEPS

- As a team, find time to finalize your agreements about how you want to work together.
- Use the 6 step process as you work towards your team objectives.

THANK YOU!

You can dive deeper into these skills in the Collaboration in a Box pilot training. You can find more info at collaborationschool.com (along with lots of free resources and videos.)