The Power of Partnership – Collaboration on Steroids

A True Partnership Story

More than the power of support, more than the power of cooperation, partnerships have power because they provide the energy to elevate us individually, and collectively, to deepen our thinking, to widen our influence, and to achieve greater results.

In powerful partnerships we:

- Positively influence or impact the decisions and work of others
- Share networks to expand access to expertise, information and resources
- Lose sight of, or be unconcerned about, who started an idea or first proposed a solution as efforts and thinking merge
- Hold ourselves and each other accountable for accepting nothing less than quality work and thorough thinking before action
- Provide A Safe Place:
  - To express concerns
  - To test new ideas
  - To think about problems differently
  - To hear the brutal facts
  - To consider judgment free feedback

What Will Be Your True Partnership Story?

The goal of collaboration is not collaboration itself, but better results.
Morten T. Hansen

<table>
<thead>
<tr>
<th>What “better results” are you seeking?</th>
<th>With whom could you partner for those “better results?”</th>
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Re-frame Your Relationships
With Whom Might You Partner or Collaborate for Better Results

<table>
<thead>
<tr>
<th>Who, or whose decisions and work, do you seek to influence or impact?</th>
<th>What would be the “better results” you might achieve if you had a better, or different type of relationship?</th>
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</table>
Partnerships – The Ability to Collaborate Builds from a Shared:

- Passion
- Commitment
- Belief
- Goal

What do you share with the person you seek to influence?

- Passion – Commitment – Belief – Goal

Sharing Networks

The value of relationship capital

Between us what can we access or attract to help us achieve better results?

Expertise to share an analysis of the unexamined, the unasked questions and their answers?

Consider Your Combined Networks

<table>
<thead>
<tr>
<th>Who do you know? Who do the people you know know?</th>
<th>Who does your partner know? Who do the people your partner knows know?</th>
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What don’t we know, individually or collectively, that we need to know?

What have we not asked, individually or collectively, that might prove critical?
Sharing Ownership

Real collaboration is when the idea can no longer be traced to one person. It is legitimately ours. Simon Sinek

Check your language and your premises

Are they barriers that block partnership and collaboration?

Do they open the way for partnership and collaboration?

Collective Language: A Self-Audit

What pronouns (We, us, our, I, me, my, you, yours, he/she, they, them, theirs) are you using when apportioning:

1. Blame
2. Credit
3. Responsibility
4. Accountability

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<thead>
<tr>
<th>False Premises Can Block Partnerships and Collaboration</th>
<th>Realities Can Open the Way for Partnerships and Collaboration</th>
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<tbody>
<tr>
<td>1. I can exert enough consequences to gain compliance</td>
<td>1. All of us have free will and choice</td>
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<tr>
<td>2. Compliance is enough</td>
<td>2. Commitment beats compliance</td>
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<tr>
<td>3. His/her failure is not mine</td>
<td>3. Recognizing my role in bringing us to this current place</td>
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<tr>
<td>4. I have the best information/I am more competent</td>
<td>4. We have different information and different interpretations of that information</td>
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<tr>
<td>5. My goals are more important</td>
<td>5. Acknowledging shared, compatible, and conflicting goals</td>
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<tr>
<td>6. I can win even if my team loses</td>
<td>6. There are no winners on losing teams</td>
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<tr>
<td>7. It is not my job</td>
<td>7. It may not be my task, but the purpose for the task may be my responsibility</td>
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Sharing Accountability

*At our best we hold ourselves and each other accountable and do not let the other accept less than quality work or less than thorough thinking before action.*

<table>
<thead>
<tr>
<th>Behaviors That Deny Individual and Collective Accountability</th>
<th>Collaborative Behaviors That Lead to Collective Accountability</th>
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<tbody>
<tr>
<td>Shoot the Messenger</td>
<td>Encourage the Messenger</td>
</tr>
<tr>
<td>Rationalize Our Behavior</td>
<td>Disclose Motives and Interests</td>
</tr>
<tr>
<td>Minimize Our Part of the Problem</td>
<td>Validate Degree of Importance</td>
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<tr>
<td>Blame Others</td>
<td>Solve the Problem</td>
</tr>
<tr>
<td>Deny Reality</td>
<td>Recognize the Realities</td>
</tr>
<tr>
<td>Project Our Behavior Onto Others</td>
<td>Claim Our Own Behavior</td>
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<tr>
<td>Disrespect Others and Their Ideas</td>
<td>Respect Others and Their Contributions</td>
</tr>
<tr>
<td>Gossip and Criticize Those Absent</td>
<td>Honor Those Not Present</td>
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<tr>
<td>Manipulate For Personal Gain</td>
<td>Use Positive Intent for Shared Gain</td>
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Providing a Safe Place

Check Your Motives

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<thead>
<tr>
<th>Negative or Selfish Motives That Disconnect Partner</th>
<th>Positive or Service Motives that Connect Partners</th>
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<tbody>
<tr>
<td>1. Control</td>
<td>1. Correct</td>
</tr>
<tr>
<td>2. Power</td>
<td>2. Support</td>
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<tr>
<td>3. Punish</td>
<td>3. Help</td>
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<tr>
<td>4. Retaliate</td>
<td>4. Share</td>
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<tr>
<td>5. Revenge</td>
<td>5. Solve</td>
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<tr>
<td>6. Win</td>
<td>6. Protect</td>
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Check Your Credibility – Being Trusting and Trustworthy

*To be persuasive we must be believable; to be believable we must be credible; to be credible we must be truthful. Edward R. Murrow*

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<th>Competence</th>
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<td>Possess the necessary knowledge, skills and</td>
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<td>emotional intelligence for fulfilling the</td>
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<td>assigned responsibilities and for achieving the</td>
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<tr>
<td>expected results.</td>
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<tr>
<td>Consistency</td>
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<td>Demonstrate stability of values and beliefs</td>
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<td>through alignment of words and behavior</td>
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<td>across environments and audiences.</td>
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<td>Propriety</td>
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<td>Act, dress, speak appropriately for time and</td>
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<td>place. Respect the culture and the norms of</td>
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<tr>
<td>the environment.</td>
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<td>Positive Intent</td>
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<td>Seek mutually serving results. Straightforward</td>
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<tr>
<td>and honest. Recognize and consider the impact</td>
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<tr>
<td>of behavior and goals on others.</td>
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<td></td>
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<tr>
<td>Commonality</td>
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<td>Find and build on shared beliefs, values,</td>
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<td>goals, interests, experiences, and knowledge.</td>
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<tr>
<td>Contractual</td>
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<td>Honor commitments. Establish roles,</td>
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<td>responsibilities, mutually agreeable deadlines.</td>
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<td>Extend Trust</td>
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<tr>
<td>Open with ideas and information. Share</td>
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<td>materials and resources.</td>
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<tr>
<td>Other</td>
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Kathy Davanzo is a nationally known speaker and trainer with thirty years of professional speaking, training and human resources leadership experience. Kathy finds a genuine connection with her audiences so as to create a highly interactive learning environment – incorporating stories, humor, thoughtful quotes and concepts, the research of CODA Partners, her experiences and the experiences of the audience into a dynamic, fast paced and informative event.

Kathy’s speaking and training programs are designed to increase leadership capacity through development of a strong Leader P.O.V.* (Point of View). She also consults and trains on workplace policies and behavior and on the role generational experiences and demographics play in the way organizations operate, work and lead. She was named one of the top 20 speakers at the 2008 HR Florida State Conference and was selected as a presenter for the 2011 and a 2012 HR Florida Master’s Series on Leadership and the 2013 North Carolina SHRM Master Series.

Before transitioning to full-time consulting, speaking and training Kathy served as a human resources leader at a Fortune 200 multi-location manufacturer of commercial foodservice equipment and as the chief HR leader for a $60M, multi-state nonprofit provider of services to youth and their families.

Kathy holds a bachelor’s degree in English and Communications Education from Miami University and a master’s degree in Education from the University of Miami. She is a member of the Society for Human Resource Management (SHRM), the Association for Talent Development (ATD).

As a volunteer Kathy is a FASTStart Facilitator for the University of Tampa MBA program and served on the SHRM Katrina Disaster Panel. She has been a SHRM Chapter president and served three years as the Workforce Readiness Chair for the HR Florida State Council, speaking and consulting with chapters and their members on what companies need to do to ensure a 21st century workforce.

Kathy is an avid sailor. When not sailing, she resides in Gulfport, Florida with her husband, Charlie.