



Atrium Health
Wake Forest Baptist

Fostering Collaborative and Engaged Teams

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Goals for this Session

1. Identify the leader's role in the collaborative process.
2. Understand the importance of organizational culture and its impacts on collaboration.
3. Understand the importance of fostering and maintaining a culture of collaboration in a time of teammate turnover

What is a leader?

“A leader is someone who can communicate and transfer his/her passion to others while organizing them to work at the best of their abilities towards a common goal” - Seth Godin



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A photograph of a young woman with dark hair, smiling and looking over her shoulder. She is wearing a dark, sleeveless top. The background is a bright, outdoor setting with a field and some trees under a cloudy sky. The image is partially covered by a teal overlay on the right side.

What is organizational culture?

Organizational culture is a term used to describe the way people define the values, goals, and overall vibe of their office

Organizational Values

Stated vs Expressed

Stated Values

The published and promoted beliefs and convictions of the organization

Often presented as non-negotiables

Both organizations and individuals have stated values

Expressed Values

The actual beliefs and convictions that motivate an organization or individual.

These are most visible in times of stress, turmoil, and uncertainty.

“12 Keys to Effective Organizational Culture”

The paper defines a truly collaborative environment as one that “involves every employee at every level and department and is infused in an organization’s culture and reflected in its daily operations. It can help recruit, retain, and motivate employees; increase productivity; bring new products and services to the market faster; increase customer satisfaction and loyalty, and improve an organization’s bottom line. And because it lowers stress, it makes for a better work environment overall” Kennan-Flagler School of Business UNC-Chapel Hill

<http://www.iedp.com/articles/12-keys-to-collaborative-organizational-culture/> Internet. Date Accessed: 1-29-17.

Reasons organizations fail to develop a collaborative culture

1. Collaboration is only expected on specific high-impact projects
2. Managers equate teamwork/cooperation with collaboration
3. Organizations fail to invest the energy necessary to develop the collaborative culture

Collaboration vs. Cooperation

Collaboration

Invites others into the planning and preparation of the strategy, project, and task that you are addressing.

Collaboration begins that process that results in cooperation

Cooperation

Moves the strategy, project, task that you have planned and prepared to completion.

Others are invited to help you cross the finish line

Collaboration is not ...

1. Pushing your work onto others
2. An intentional effort to stall/delay decisions
3. A shallow showing of diversity/inclusion

How is collaboration measured?

1. Collaborative Intention (why)
2. Collaborative Activity (what)
3. Collaborative Execution (how)

Collaborative Intention

The “why” for collaboration: mission and values

Why collaborate with me?

Engage others in the discernment process

Prevents blind spots in planning & preparation

Limits unnecessary duplication

Leverages strengths

Why collaborate with others?

Value the mission-centered work of others

Trust their insights and critiques

I am a leader & servant

See the success of others as part of my mission

Why I should not collaborate.

They will fail with my input

Preconceived outcomes in mind

An agenda to force your desired outcome

Desire to control the process

Collaborative Activity

The “what” for collaboration: strategy

Are these activities strategic?

Meetings

Trainings

Evaluations

These are strategic when they align with the mission of the organization and the purpose of task/event

What constitutes a strategic, mission-aligned, collaborative activity?

Clearly stated “why”

Meaningful solicitation from participants in planning & preparation

Active engagement of participants in learning or doing

Clearly stated and communicated next-steps

Ineffective collaborative efforts

Busy work that takes others away from their assignments

Circular conversations that lack alignment with mission/purpose

Failure to align actions with mission/purpose

Unclear communications

Collaborative Execution

The “how” for collaboration: structure

Who is best to execute the plan?

Many leaders fall into one of these traps:

1. Failure to delegate
2. Micro-management
3. Assuming clear communication

Does the structure provide opportunities?

Opportunities for those with formal, and informal leadership roles, to complete tasks

Opportunities to engage future leaders in these tasks

Opportunities to develop future leaders through these tasks

Opportunities to demonstrate capacity/develop competencies

Execution can accomplish several tasks

Execution of plan – Yes!

Affirmation

Leadership development

Modeling collaboration for those not involved in this task/project, but who may be in future tasks/projects



Why collaboration matters

2022 Quantam
Workplace
Organizational Culture
Research Report

Collaborative culture impacts employee retention



<https://www.quantumworkplace.com/hubfs/Marketing/Research/2022%20Organizational%20Culture%20Research%20Report.pdf> Date Accessed: 10-19-22.

Fostering and maintaining collaboration in a time of teammate turnover

Leadership and Human Resources

Employees look to leaders

“Culture starts at the top. Leaders should clearly define culture, communicate about it regularly, set a good example, and tie business outcomes to company values. This will empower employees to practice, develop, and evolve cultural norms”

Employees look to HR

Organizational culture is first introduced during the onboarding process

HR focused on compliance rather than collaboration will undermine the leader's efforts

Everyone has a role

“The healthiest cultures are shaped by every person within an organization. And the job of creating culture is never done. As your organization changes, it's important to be intentional about how those changes impact culture.”

<https://www.quantumworkplace.com/hubfs/Marketing/Research/2022%20Organizational%20Culture%20Research%20Report.pdf> Date Accessed: 10-19-22

Engaged and Collaborative Teams ...

Require a healthy organizational culture

Healthy organizational culture is by nature,
collaborative

A collaborative culture results in highly engaged
employees

Leaders are essential in fostering and maintaining a
culture of collaboration