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CITY UNIVERSITY OF LONDON  
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Changing more than a name

# Outstanding Leadership Module 3 Vision & Values to facilitate Collaboration

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 @CassCCE

**Centre for Charity Effectiveness**

*Intellectual leadership: developing talent, enhancing performance*

[www.cass.city.ac.uk/cce](http://www.cass.city.ac.uk/cce)

# CCE in action

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Engaged with over  
**7,000**  
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professionals  
in over **25**  
YEARS  
of Charity Talks



Coached  
**1000+**  
senior leaders

**100+**  
CEOs

Global reach

**100+**  
consultancy projects  
per year

**6** professional development  
courses with **250+**  
delegates  
per year



Research that  
impacts people and  
communities across  
the UK and worldwide



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working professional per year



**100s**

Helped hundreds of senior leaders  
achieve their goals through  
leadership development programmes



Enhanced performance

for hundreds of organisations through  
education, professional development,  
consulting, research and knowledge sharing

- Vision – is why we are here
- Mission – is what we are working on
- Values – are how we aspire to do things
- Culture – is how we currently behave

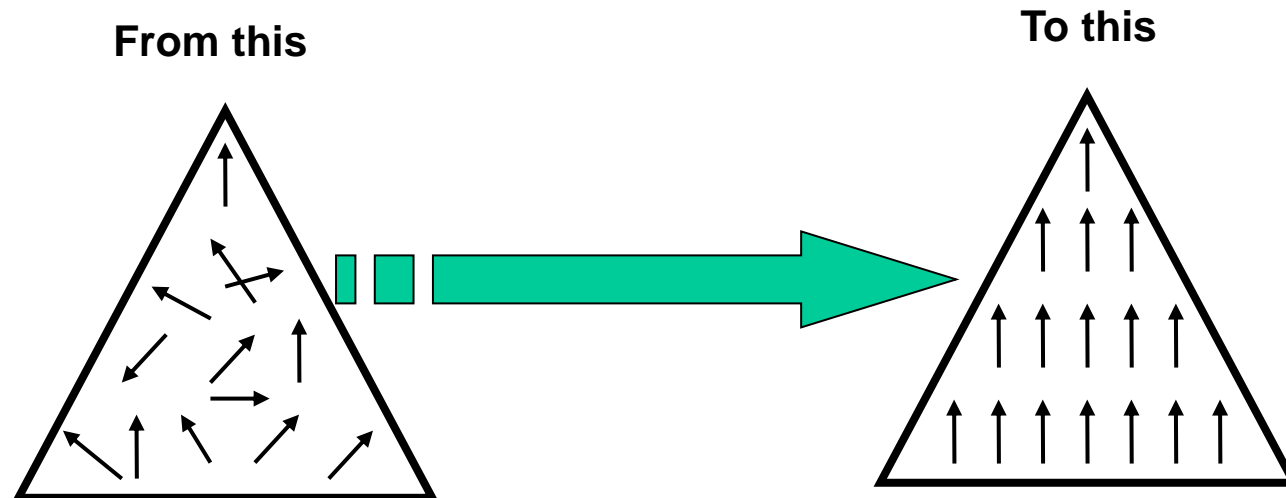
# “Begin with the end in mind”

Stephen Covey

## What is a vision?

*“An ambitious dream that guides the activities of the entire team”*

# MVV deployment process – Engaging the organisation



# What makes a good vision?

- **A statement of fact**
- **Simple** – the fewer words the better
- **Inspirational** – springs you out of bed in the morning
- **Memorable** – trips off the tongue
- **Stretching/challenging** – demands a concerted effort
- **Achievable** – not so daunting as to seem impossible
- **Transferrable** – applicable to all employees at all levels/  
functions/locations

## In pairs...

- What is your vision?
  - How far along are you in achieving it?
  
- What gives you confidence that you're moving towards it?
  - What else can be done?



# The Seven S model

Hard

**S**trategy

**S**ystems

**S**tructure

Soft

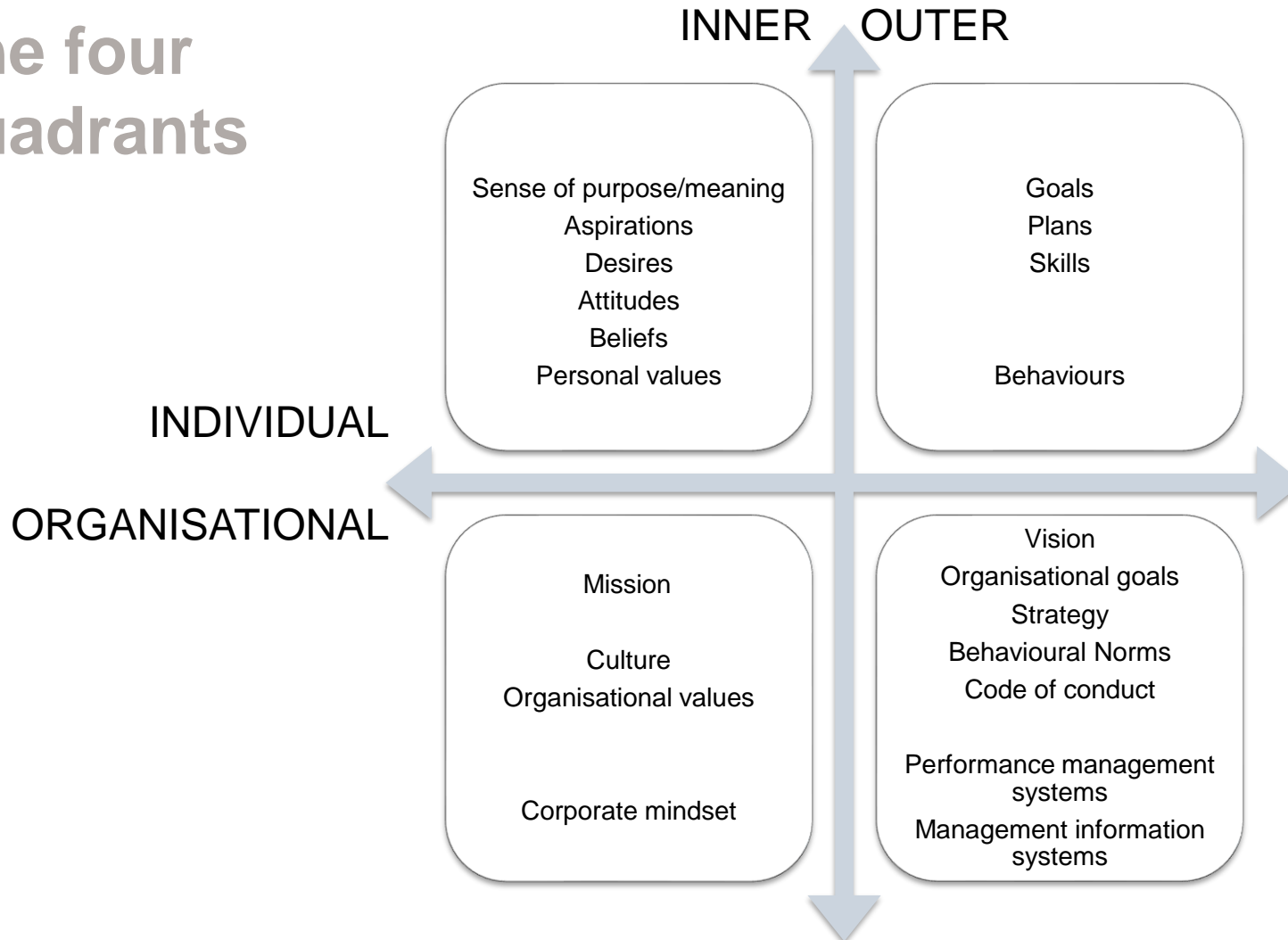
**S**taff

**S**kills

**S**tyle

**S**hared values

# The four quadrants



# The Values Flower



# Bringing the vision and values to life

In small groups....

- How will you know if you are living your vision and values in your organisation?
- What will be happening that is the absolute embodiment of this?
- What real examples can you see at present which demonstrate this?

# What is ‘collaboration’?

*“Working jointly on an activity or project”*

(Oxford dictionary)

*“Collaboration is a recursive process where two or more people or organisations work together to realise shared goals by sharing knowledge, learning and building consensus.*

*...In particular, teams that work collaboratively can obtain greater resources, recognition and reward when facing competition for finite resources.”*

(Harvard Business Review)

## Why collaborate?

*“Our case studies prove, time and time again, that working as a truly collaborative team can cut almost a third from the cost of a project.*

*But it's not just cost that improve; we demonstrate improvements in customer satisfaction, productivity, quality and staff morale.”*

(Collaborative Working Centre, University of Warwick)

# What the Outstanding Leadership research says about Collaboration

- Respectful, meaningful relationships that have the capacity to celebrate individuals' strengths whilst being part of a unified team
- A positive environment of support, collaboration and improvement
- A collective focus on the overall purpose that has the ability to unite everyone in their endeavours regardless of position.

# Collaboration is a mindset, not an activity...

*“It’s not about having a process and system;*

*Collaboration is about having and displaying the right behaviours”*

(Institute of Collaborative Working)



## Two perspectives:

### Collaboration:

- Pre-planned activities

### collaboration

- *“The way we work around here”*

# Why is it so elusive?

Three key barriers:

- Intergroup bias  
(focusing on my deliverables)
- Group territoriality  
(looking after my interests)
- Poor negotiation norms  
(what's in it for me?)



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## In your organisation...

- What instance have you seen of successful collaboration – what enabled that?
- What are the blockers to more collaboration?
- How do your vision and values serve you in working collaboratively and how might they help further?
- What hints and tips would you share this morning from your own experience?

Reflection – we're nearly a third of the way through this programme and it's coming up to year end....

- What are your main takeaways from this morning's conversations?
- As 2020 draws towards a close, what are you most pleased about in terms of how you showed up as a leader this year?
- Thinking back to module one, when we asked you to think about, 'what kind of leader you aspire to be' – what's the next step that will move you closer to that?
- If you have some free time over the next few weeks, what do you plan to do to allow yourself to recharge in whatever way feels important to you?

**Thank you!**

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