



Outstanding Leadership Module 3 Vision & Values to facilitate Collaboration

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Centre for Charity Effectiveness
Intellectual leadership: developing talent, enhancing performance

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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



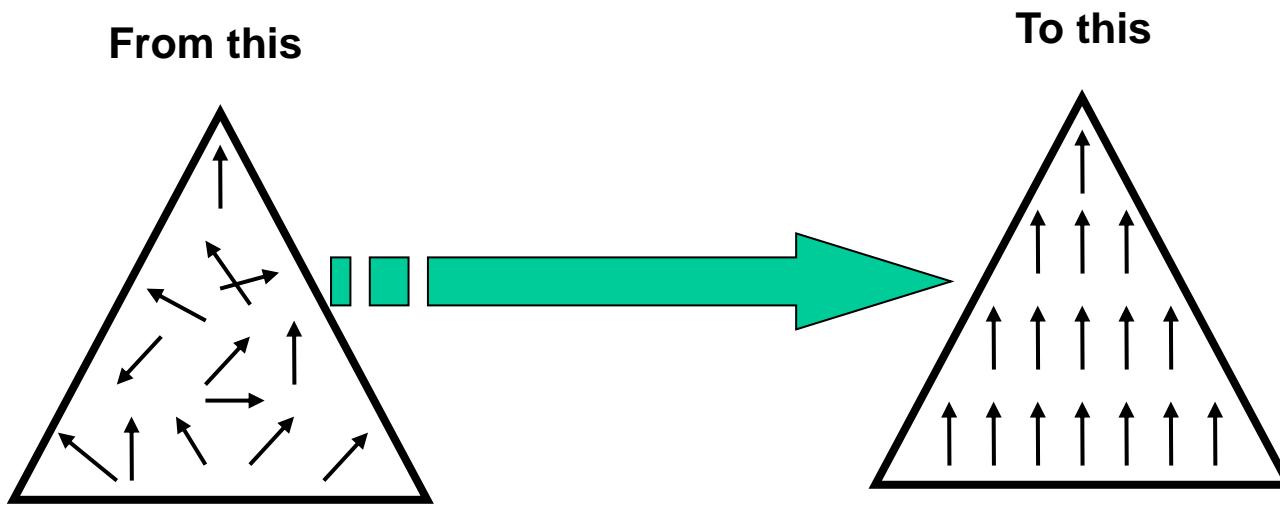
Changing more than a name

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

Stategy

Systems

Structure

Soft

Staff

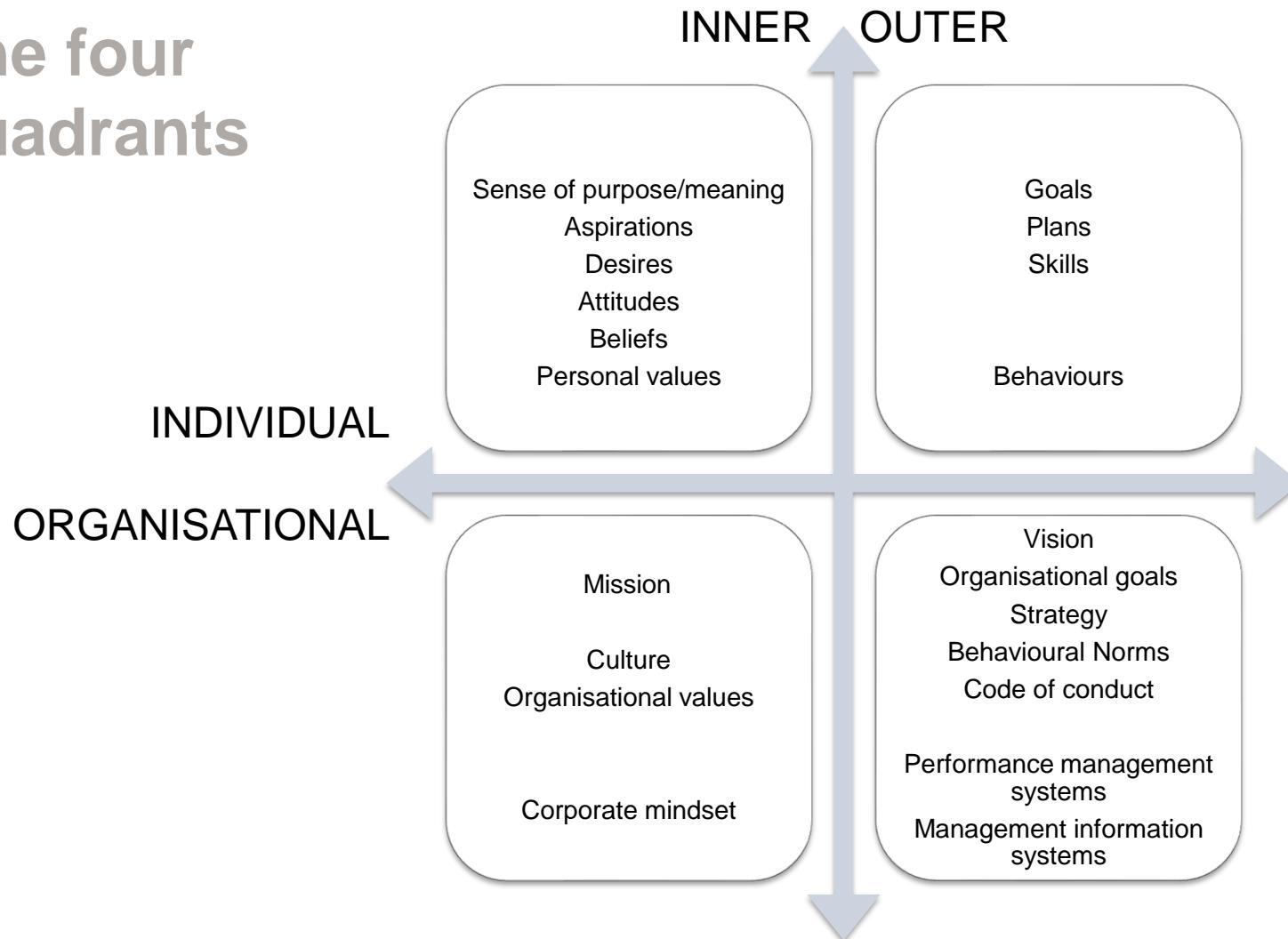
Skills

Style

Shared 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?





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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)



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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?)



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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