

Radical Collaboration For Women



IMPACT REPORT

www.radicalcollaborationforwomen.com

You Can't Compete Externally If You Can't Collaborate Internally

As the world's economies become increasingly interdependent and fragile, industry leaders realize that effective collaboration is an essential survival strategy. Effective collaboration represents the fastest, easiest, and most cost effective approach to attaining a competitive advantage in the market place. Yet many individuals and organizations lack the fundamental skills for becoming effective collaborators. Many people want to collaborate but don't really know how. They struggle with the difficulties and challenges that inevitably arise when trying to solve complex problems and deal with diverse interests. These complications often derail the best intentions for collaboration.

Radical Collaboration (RC) offers a framework and a methodology for building high-trust relationships that equip people to navigate through the difficult terrain of conflict and challenge. It supports people in cultivating the skills, attitude and mindset to build better relationships and turn adversaries into allies. It is more than a process, it is a way of being. The work focuses on developing both the technical and emotional competencies that are essential for human connection and long-term success at work. The foundation of the work is the cultivation of a cooperative mindset which enables what we call Green Zone Thinking. Green Zone Thinking is the conscious and deliberate choice to focus on both solving problems and supporting people. It is the key to Radical Collaboration; the commitment to work together and solve problems while simultaneously maintaining the integrity of the relationships. RC is especially effective in complex and difficult



circumstances where long-term relations are key to long-term success and productivity.

Green Zone Thinking develops through mutually supportive, empathetic relationships. It is trust-based at the deepest level and is rooted in the intention to engage people and build positive connections. It incorporates the latest thinking from neuroscience, evolutionary neurobiology, positive psychology and interpersonal neurobiology to create transformational learning opportunities.

Organizations where employees are effective at collaboration tend to be significantly more creative and productive which has a huge impact on the bottom line. Originally developed as a joint pilot project between the State of California and the Hewlett Foundation to teach collaborative skills in very adversarial organizations, RC is now being used by organizations world-wide to build trust, improve communication, increase collaboration and enhance productivity.

We Are Better Together



Radical Collaboration For Women

After years of successfully implementing the RC program around the world, we recognized a need to tailor a program specifically for women. Radical Collaboration for Women (RCW) is a program that brings women together as supportive allies in a place where they can safely develop their leadership skills and tackle topics critical to their success, both personally and professionally.

RCW is a six-month program that begins with a 3.5 day intensive group experience followed by six months of online group coaching and skill development. The program expands upon the traditional three-day RC course teaching the same framework but adding more time for connection, community building, follow up, group support and real-time collaborative practice. The goal is to support

women in developing the skills and confidence to be more effective leaders and collaborators. RCW teaches the skills and practices that support women in effectively...

- dealing with difficult people and avoiding being one of them
- skillfully navigating conflict and turning enemies into allies
- communicating with candor while keeping their job, relationships and reputation
- creating high-trust collaborative environments
- reducing the cost of conflict in dollars, time and lost creativity
- turning adversarial relationships into partnerships
- setting and maintaining healthy boundaries

Radical Collaboration Has Been Implemented Into Companies Around The World

Partial List

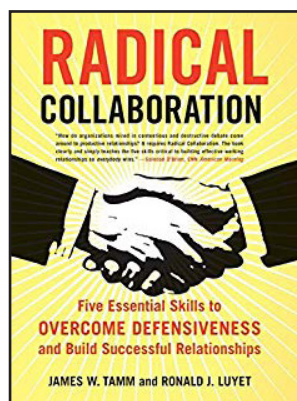
Aircraft	Boeing Leadership Center	Int'l Organization:	Skandinaviska Enskilda Banken
Airline	United Airlines		United Nations, Office of Oversight Services
Automotive	Toyota –BT Europe	Medical:	Catholic Healthcare West - Sierra Nevada Hospital
Construction	Bokx Vastgoes & Ontwikkeling		Children's Hospital & Medial Center Omaha
Defense	Canadian Ministry of Defense		ConMed Electrosurgery
	US Department of Defense		US National Cancer Institute
	Washington Headquarter Services		US National Institutes of Health
	Defense Facilities		
	Directorate	Mining:	Nyrstar
Electronics	Flextronics	Peace Keeping:	Folke Bernadotte Academy
	Sony Ericsson	Pharmaceuticals:	Raoul Wallenberg Institute
Energy	Vector Limited		Novo Nordisk of North America
Financial	BNP Paribas Investment Solutions		Pfizer
Freight Shipping	Nippon Express USA	Public Sector:	Swedish Work Environment Authority
Government	California Public Employment Relations Board	Restaurants / Food:	Calbee American
	Division of Judges		Cheesecake Factory
	Guangzhou China Chamber of Commerce		Max Restaurants
	Netherlands Ministry of Housing	Rocket Engines:	Rocketdyne
	Swedish Tax Authority	Shipyards:	US Navy
	US Fish & Wildlife Service	Space Exploration:	NASA Management Education Program
	US Defense Threat Reduction Agency	Technology:	Alcatel-Lucent
	US Department of Labor	Telecommunications:	DirectTV
Higher Education	University of California		Teleca
	Stockholm School of Economics	Toys:	Brio Toys of North America
	International Management Program		
International Banking	Wells Fargo Bank		
	Scotiabank		

'This was an absolutely wonderful experience that should be taught much earlier in life.'

- Michael, Scientist, National Cancer Institute

Executive Summary of Research For Radical Collaboration

By Jimm Tamm, Co-Founder of Radical Collaboration



If companies more skilled at collaboration are generally more creative, have lower turnover, are simply nicer places to work, AND are generally more profitable, then the question is, “How do you create more collaborative environments, where employees are more skilled at collaboration?” This is what the State of California wanted to know when I was a Senior Administrative Law Judge with jurisdiction over collective bargaining disputes. The more adversarial organizations, where employees and leaders lacked collaboration skills, were costing the State of California a huge amount of money, primarily in lost productivity.

So the State of California teamed up with the Hewlett and Stuart Foundations and did a massive amount of research into how we could help the less collaborative, more adversarial employees to become more skilled at collaboration. Then we put together and road tested a program to teach collaborative skills to employees. This program was the precursor to the current Radical Collaboration program.

The project produced remarkable results which were documented by three studies. The first study was conducted by the University of California, Berkeley, Institute of Industrial Relations. It found:

- The number of employees describing their working relationships as adversarial (as opposed to cooperative) was reduced by almost 70%.
- 89% of participants reported increased effectiveness at managing conflict and resolving differences.
- Prior to the training the majority of employees (57%) said their working relationships were unproductive. After the training, 87% of the employees said their working relationships were productive.
- *Almost all the participants felt the training had a highly positive impact on both the process and the products of their working relationships.*

The second study analyzed information from very accurate data collected by the State of California regarding the amount of labor-management conflict within California’s 1,200 school districts. The research documented an astonishing 85% reduction in the rate of disputes filed with the State among unions and employers that had participated in the training three years or more earlier. The average reduction of measurable conflict in almost 100 organizations was close to 70%.

A third study focused on the impact of open enrollment workshops over a six-year period with participants from nine different countries. By focusing on learning the five key skills of the Radical Collaboration workshop participants reported, on average, the following gains:

49.5% increase in effectiveness at reducing their own defensiveness in conflicted situations.



44.8% increase in effectiveness at getting their interests met in conflicted situations.



31.5% increase in effectiveness at problem solving.



26.4% increase in effectiveness at building and maintaining long-term climates of trust.



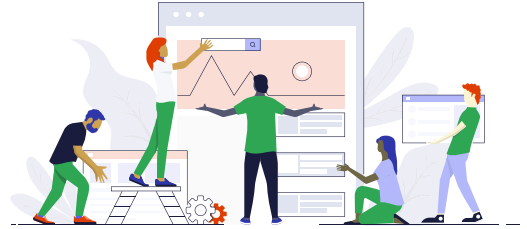
Based on all the initial research conducted as well as more than 20 years of trial and error we found there are five skills that are essential in order to create more collaborative environments. They are:

- 1. Collaborative Intention:** Making a commitment to mutual success in working relationships.
- 2. Truthfulness:** Creating a climate of openness that allows all people to feel safe enough to discuss concerns and raise difficult issues, dealing with them directly.
- 3. Self-Accountability:** Individuals take responsibility for the circumstances of their lives, the choices they make either through action or failing to act, and the intended and/or unforeseen consequences of their actions.
- 4. Self-Awareness and Awareness of Others:** Individuals commit to knowing themselves deeply and are willing to explore difficult interpersonal issues. They seek to understand the concerns, intentions, and motivations of others, as well as the culture and context of their circumstances.
- 5. Problem Solving and Negotiating:** Individuals use problem solving methods that promote a cooperative atmosphere. They avoid fostering subtle or unconscious competition internally within the organization.

These five skills can be easily learned, practiced and make a big difference to any organization in a very short period of time. The Radical Collaboration® workshop is specifically focused upon the above concepts and five skills as outlined in the book *Radical Collaboration: Five Essential Skills to Overcome Defensiveness and Build Successful Relationships*.

People make the difference in the success of project implementation. Any product, service, task or innovative system can be sabotaged, delayed or undermined by individuals with a bad attitude or poor working relations.

People & Projects Fail When People Fail To Collaborate



Many organizational solutions get into trouble because they focus too much on strategy and not enough on people. The result is a failure to engage the discretionary emotional energy of the people involved, and thus fail to successfully implement projects and ideas. Ultimately, it is people that must implement systems and no matter how good the systems or the technology (agile, lean, dev ops) they can be sabotaged or derailed by dysfunctional relationships or lack of personal commitment.

Green Zone Thinking and Radical Collaboration methods build the emotional and social intelligence skills necessary to create high-trust collaborative cultures. It is in these environments that human energy soars and people willingly and enthusiastically engage with each other to navigate change and successfully adopt new strategies and technologies.

In their classic study titled *Corporate Culture and Performance*, John Kotter and James Heskett reported on the role that a collaborative culture plays in the success or failure of major corporations. The well researched empirical study, covering more than two hundred companies in 22 industries documented that more collaborative enhancing cultures (**Green Zones**) out-performed more adversarial non-enhancing cultures (**Red Zones**) by over 750% in net profit, 800% in stock price growth, and almost 250% in work force expansion.

	Enhancing Cultures (Green Zones)	Non-Enhancing Cultures (Red Zones)
Revenue Increases	682%	166%
Stock Price Growth	901%	74%
Net Income Growth	756%	1%
Workforce Expansion	282%	36%

Green Zone Thinking is Good For the Brain, Good For the Body and Good For the Bottom Line

What People Are Saying About Radical Collaboration

'How do organizations mired in contentious and destructive debate come around to productive relationships? It requires Radical Collaboration. This book clearly and simply teaches the five skills critical to building effective working relationships so everybody wins.' - Soledad O'Brien, CNN

'A truly remarkable experience! Celeste is an accomplished facilitator who skillfully guides participants through an eye-opening journey that enhances emotional and social intelligence. The RC for Women workshop was a transformational experience that I would highly recommend to any woman who desires to be a more effective and collaborative leader.' - Kate Stewart, Ph.D.

'Celeste is an outstanding leader and facilitator in her field of building connection, cooperation and collaboration that fosters healthy cultures and gets business results. I have attended her Green Zone workshops and can't say enough about the high value of her work. She has an uncanny, compassionate and powerful style where she intuitively knows how to flow with her participants to give them a wonderful life changing experience. I've also worked with her as a colleague. She genuinely walks the talk.'
- Dale Beaman, MPH, PCC

'As a leader in a large organization of scientists, clinicians and administrative staff, I recognized the need for our workforce to acquire the tools to optimize collaborative opportunities. Radical Collaboration has taken us to another level; it provided strategies for individuals and teams to engage, relate and work at a deeper level, building containers of trust and self-accountability. I've also personally had the opportunity to experience both the Human Element and Radical Collaboration workshops – both of which honed my skills around building confidence and courage, and setting boundaries, making me a more effective leader in my life and my work.' - Yasmin Nasser, M.S. Ed.

Radical Collaboration changed me from the inside out. As a seasoned senior level director, my colleagues have noticed a difference in my executive presence. By discovering the things I pushed down I was able to recognize and change the way I responded to tough situations. This made me sharper, more engaged, happier, and fulfilled which expanded my impact with others. Celeste is a compelling leader and mentor who invites openness and honesty with participants through her thoughtful inclusiveness. Our company has had a long term relationship with Celeste and the Green Zone Culture Group and because of her work, we understand the impact that healthy communication has on our productivity.' - Renee Sparkman, Head of Talent Management.

Contact Us

Celeste Blackman

Phone: 650-208-4959 | Email: celeste@greenzoneculture.com

Website: www.radicalcollaborationforwomen.com