



Great Leadership Only Happens by Design

ENABLING COLLABORATION

Helping Individuals Become a Powerful Team

Most businesses in Asia face regular changes in the technology they need to do their work, or in the demand for their products and the emerging challengers in their markets. Employees operating individually can miss a lot and be slow to react. They may not see what is happening until it is too late, and they typically need to bring together multiple skill sets in new ways to address changes. **Collaboration is the key to business success in Asia.**

At the same time, many educational systems across Asia still emphasize individual effort, and a lot of traditional companies focus on recognizing the “rock stars” who do great on their own. As your newer employees arrive from schools where they were taught to work by themselves, and as longer-term employees have spent their careers focused on individual achievement, you need a culture where it is easy for your employees to work together.

Many companies focus on buying technology to enable collaboration: internal social media systems, instant messaging, videoconferencing, and more. That's great, but it is wasted if your culture only encourages and rewards individual effort. Technology can be a useful tool for collaboration, **but the right environment for collaboration needs to exist first.**

CREATE A PURPOSE-DRIVEN ORGANIZATION

If your employees are going to work together to advance the business, they need to know what the business needs from them. We will learn some ways to help your employees understand how your business operates, and also how to help them identify the need for change as the world changes around them and how to introduce new ideas that contradict conventional wisdom.

RECOGNIZE AND REWARD COLLABORATION

If you expect your employees to collaborate, you need to evaluate them for that just as much as you do for their individual skills. Look for certain behaviours and skills you want your employees to display, and then reward those when they occur and develop them when they do not. We will discuss how to set the right expectations and then follow through in a way that drives the performance you need for business success.

ATTRACT COLLABORATIVE EMPLOYEES

The only way to sustain a collaborative culture is to hire collaborative people. Your employment brand will set you apart from others, but only if you communicate it well. We will examine how to position your company in a way that attracts recruits who actively want to be part of a collaborative environment. A common message about the company is essential for attracting the right people, so the actions of managers and line employees can often be as important as the job ads that recruiters post.