



# Working Together

to innovate, influence and win

with  
Debbe Kennedy

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## Summary of Working Together; Winning Together Presentation

Microsoft® Office Live Meeting LEADERSHIP FORUM ■ Thursday, February 23, 2006

Hello again!

This summary includes key points of the presentation, knowledge and perspectives from others, and an array of *Working Together* follow-on resources and references for your continued learning.

Best wishes to you as you make your important contributions.  
I look forward to seeing you again!

Welcome the unexpected.  
Look for the uncharted path that bears your name.  
Lead the way!

[dkennedy@globaldialoguecenter.com](mailto:dkennedy@globaldialoguecenter.com)



### AGENDA

- Working differently - Putting differences to work to innovate, influence and win.
- Four critical skills to transcend change and increase YOUR VALUE as a collaborative partner.
- Tips for building, repairing and maintaining collaborative relationships.



## KNOWLEDGE IS PASSED ALONG...

### On Working Together...

"In the end, the wisdom of teams is within the team itself.

It is not creating the high-performance organization, managing transformational change, enforcing corporate performance ethics, or inspiring new dimensions of leadership.

It is in a small group of people so committed to something larger than themselves that they will not be denied."

[The Wisdom of Teams](#)

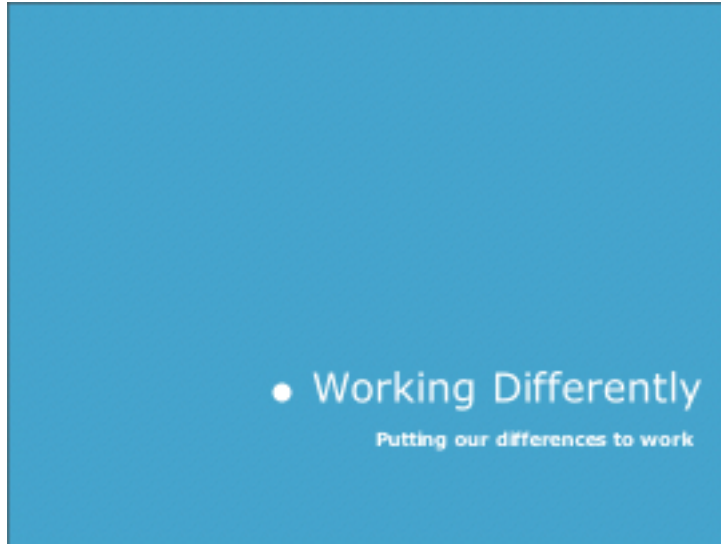
by Jon Katzenbach

### Thoughts from Debbe Kennedy:

We need to take the best of what we've learned about TEAMWORK to a new level. The spotlight is on COLLABORATION which adds a whole new level of mutual responsibility into the teamwork relationship.

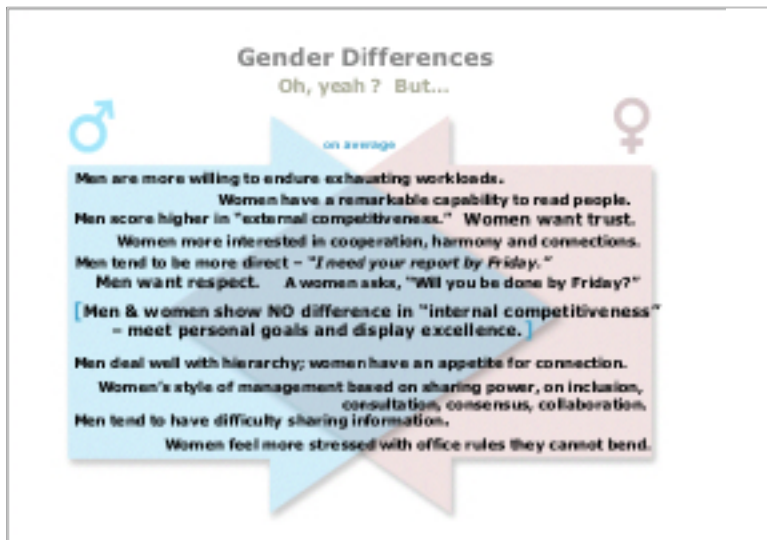
Factors that will drive your effectiveness in innovating, influencing and winning:

- How effectively you collaborate.
- The skills you bring to such a partnership.
- Your capabilities and capacity for creatively solving problems in your work and in your life.



“Men and women were built to put their heads together, not only in their professional lives, but in their personal relations. ...It is time to honor our gender differences, enable women’s natural talents in the workplace, build new understanding between men and women, and work together. Without this fundamental collaboration, both are cheated. Society is cheated, too.”

— Dr. Helen Fisher  
*The First Sex*



**KEY POINT:**

With all our unique differences, we also have some of the same desires that give us a place to meet on common ground — a place to learn to appreciate one another in new ways, putting our differences to work:

Men and women (on average) show NO difference in “internal competitiveness” --- desire to meet personal goals and display excellence.

**References:**

- The First Sex: The Natural Talents of Women and How They Are Changing the World by [Dr. Helen E. Fisher](#), Anthropologist Rutgers University, Chapters 1-7
- [The Debate: Do men and women have different leadership styles?](#) By Susan Vinnicombe, Director, Centre for Developing Women Business Leaders, Cranfield School of Management, United Kingdom
- [Gender Differences in Communication](#) by Dr. Beth Vanfossen, Institute for Teaching and Research on Women, Towson University, Maryland
- [About Gender: Differences](#), J. Bland, 1998 with bibliography, United Kingdom

**To innovate, influence and...**

"Societies and organizations that most creatively incorporate diversity will reap the rewards of innovation, growth, wealth and progress."

— **Joel A. Barker**  
Futurist, author and filmmaker  
WEALTH, INNOVATION & DIVERSITY

**KEY POINT:**

The business case for putting our differences to work was validated in the research of futurist and author, Joel A. Barker. He documented it in his landmark film, [Wealth, Innovation & Diversity](#).

His initial concern was to find the relationship between innovation and generating new wealth ---- In the process he discovered a fundamental truth: "Without diversity, there can be no innovation. Without innovation, there can be no new wealth---wealth of many kinds. Therefore, diversity is key to creating new wealth that benefits all."

Diversity creates many kind of wealth, including...

- wealth of sustainability
- wealth of variety
- wealth of new innovations
- wealth of outsiders, bringing new thinking
- wealth of new value added to the world
- ...and economic wealth too.

He contends that we need to put our differences to work to communicate, cooperate and collaborate in order to reap the advantages of innovation, growth, wealth and progress.

## • Four Critical Skills

For transcending changes and increasing YOUR VALUE



### Best-EVER ADVICE...

- **EXCELLENCE** is the great equalizer. Make it your mark of distinction.
- **JOB**S, **MISSION**S, **TITLES**, **ORGANIZATIONS** and **LEADERS** will change.
- **FOUR CRITICAL SKILLS** transcend changes:
  - Developing
  - Planning
  - Implementing
  - Achieving **SUPERIOR RESULTS**
- Look for opportunities to **MASTER** them!

### KEY POINTS:

Excellence speaks for itself. It opens doors. Make it your mark of distinction.

Jobs, missions, titles, organizations and leaders will change. Don't count on them. Instead work to master four critical skills that will help you transcend changes and increase your value as a collaborative partner.

Look for opportunities to master them every day --- in your work and in your life.

Use every assignment or experience as a PRACTICE.

● CRITICAL SKILL # 1

**DEVELOPING**



**Skilled at DEVELOPING...**

- an new idea
- a concept
- a process
- a solution

**that creates a better way or solves a problem.**

● CRITICAL SKILL # 2

**PLANNING**



**Skilled at CREATING A PLAN OF ACTION that is both efficient and effective.**

*Optimizes...*

- time
- money
- resources

*Minimizes...*

- personal risk
- organizational risk

- easy-to-understand
- gains sponsorship easily

Make everything as SIMPLE as possible... but not simpler.  
— Albert Einstein

● CRITICAL SKILL # 3

**IMPLEMENTING**




**Skilled at ...**

- EXECUTING
- INFLUENCING
- INNOVATING
- LEADING CHANGE

"...attention to small details makes perfect a large work."  
— **Bumi**

● CRITICAL SKILL # 4

Achieving **SUPERIOR RESULTS**



**Skilled at consistently DELIVERING RESULTS that exceeds expectations!**

**YOUR IDEAS on a Fifth CRITICAL SKILL:** *Thank you! Debbe*

During the Working Together session, participants offered suggestions for a *fifth critical skill*. There are some good ones!

- Evaluation
- Moral and ethical base
- Emotional intelligence; collaborating
- Positive assertiveness
- Communication; listening; relating to others; understanding other; Covey's "Seek first to understand"
- Endurance – going back and trying different approaches
- Being able to understand that people viewed as a "problem" may in fact be displaying constructive contention.
- Flexibility, adaptability, fluidity, perseverance, and resilience.
- "Information Literacy"
- Systems Thinking
- Celebrating "results achieved"
- Show UP! Be there when you say you will – physically and mentally, too!

## Any other ideas?

How striving to master these **CRITICAL SKILLS** can help **YOU!**

- Increases range of opportunities and your flexibility (especially during sweeping changes).
- People value you as a collaborative partner and problem-solver; **YOU deliver!**
- Broadens demand → "You **ARE** what you say; you **DO** what you say."
- It makes for a life journey with great **MEANING** → It frees you to make your unique contribution to the world.

### KEY POINTS:

- When you know how to get things done, you can be adaptable to many situations, assignments, changes and needs within an organization or in your own business.
- People like to work with people who know how to get things accomplished and are willing to roll up their sleeves to participate and deliver on promises.
- Problem-solvers are always in demand, especially in times of change and organizational turmoil. If you are known as someone who can produce, you get invited in when you least expect it.
- Learning to develop, plan, implement and achieve superior results gives you a set of "life skills" as well as work skills. In times of emergency, tragedy or great change, they can lift you up and help you out.

*"There is something in each of us that can rise above and beyond everything we think is possible."*

— [Alex Pattakos, Ph.D.](#)  
author, *Prisoners of Our Thoughts*  
Viktor Frankl's Principles at Work



**KEY POINTS:**

**Collaboration Yardstick:**

The questions below are helpful in choosing collaborative partners. They also work for evaluating how things are working in an "after action review" with your partners, asking: What's going well? What isn't? What can we do about it?

Do partners bring individual excellence? What is it?

Is the collaborative relationship mutually-beneficial, so partners want it?

Are partners willing to "invest" in each other, demonstrating their personal commitment?

Do partners need each other; complementary assets/skills? Together, they can DO GREAT THINGS?

Is there an openness in communication; a willingness to share information required to make the relationship work?

Are partners willing to develop mutualistic linkages; developing shared ways of operating; serving as both teachers/learners to one another?

Are partners willing to give their relationship a "formal status" with a sense of responsibility to each other?

Do partners share trust, mutual respect and have mutual best interest as key priorities?

**Inspired by:**

*Collaborative Advantage:  
The art of Alliances*  
by Rosabeth Moss Kanter  
Harvard Business Review

This is an HBR classic article about how organizations are forming alliances. Ms. Kanter's "Eight I's that Create Successful We's" is adaptable and useful to individual collaborations too.

**TWO QUESTIONS TO ASK YOURSELF:**

What should I contribute?

Where and how can I have results that make a difference?

— **Frances Hesselbein**

Chairman, Board of Governors  
Leader-to-Leader Institute  
(Former Peter F. Drucker Foundation)  
Recipient of the Presidential Medal of Freedom



## SPEAKER INFORMATION:

### **Debbe Kennedy**

Founder, President and CEO  
Global Dialogue Center and  
Leadership Solutions Companies  
650.728-0909 ■ fax 650.728.0631  
[dkennedy@globaldialoguecenter.com](mailto:dkennedy@globaldialoguecenter.com)  
[www.globaldialoguecenter.com](http://www.globaldialoguecenter.com)  
[www.debbekennedy.com](http://www.debbekennedy.com)



## **WORKING TOGETHER PODCAST SERIES with Debbe Kennedy** Helping You Put Differences to Work to Innovate, Influence and Win

A monthly professional and personal development audio/PODCAST series with Debbe Kennedy, including access to her books and other resources. [Learn more about this new offering and listen to a sample...](#)

ALSO, listen to the widely attended online development seminar, [WORKING TOGETHER: WINNING TOGETHER with Debbe Kennedy](#) sponsored and produced by Microsoft® Office Live Meeting LEADERSHIP FORUM on February 23, 2006.

## **OTHER RELATED WORKING TOGETHER RESOURCES at the Global Dialogue Center**

### [Joel Barker's Wealth, Innovation & Diversity](#)

#### **Putting Our Differences to Work in the 21st Century**

In this landmark film and workshop, Joel Barker, renowned futurist and filmmaker, discusses the connection between diversity and innovation and between innovation and wealth. Debbe Kennedy developed the workshop and associated tools for this film. Also, we invite you to visit the [FIVE REGIONS OF THE FUTURE exhibit](#) at the **Knowledge Gallery** at the Global Dialogue Center, a primer to Joel Barker's new work that introduces a new paradigm for how we work together in the 21<sup>st</sup> Century.

### [Alex Pattakos, Ph.D., author, Prisoners of Our Thoughts](#)

A pioneer in transformational thinking, innovation, collaboration and the meaning difference. Learn about Dr. Pattakos' life-changing book, applying the wisdom of world-renown psychiatrist, [Viktor Frankl](#) to contemporary life and work situations to help you discover deeper meaning and fulfillment. Includes book, podcast, personal blog, survey and more.

### [Dialogue with Bill Tipton: Life and Work with a Disability](#)

Personal writings, advice and encouragement with a human touch.

### [Women in the Lead at the Global Dialogue Center](#)

An innovative virtual gathering place of distinction for women around the world. Includes **Women in the Lead INSPIRATION Blog** with Debbe Kennedy and contributing author, Maureen Simon, Maureen Simon Consulting, our new [Women's Gallery](#) and leadership podcasts, including...

### [Interview with Dr. Helen Fisher, anthropologist and author](#)

*The First Sex: Women's Natural Talents and How They are Changing the World*

### [Looking Back: Looking Forward: A Women's Journey](#)

Interview with Emily Duncan, Vice President, Culture & Diversity, Hewlett-Packard



We invite you to visit the Global Dialogue Center, a virtual gathering place for people throughout the world with a focus on leadership, professional and personal development --- a place to think, question, explore new ideas, learn and connect with a purpose: helping us all become more effective leaders of our organizations, communities, schools, governments and families --- serving as catalysts for the change we need to create a better world than we know today.

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