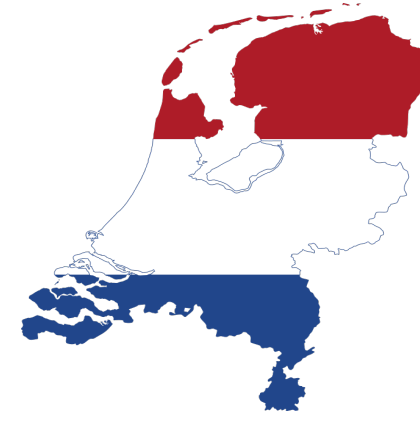
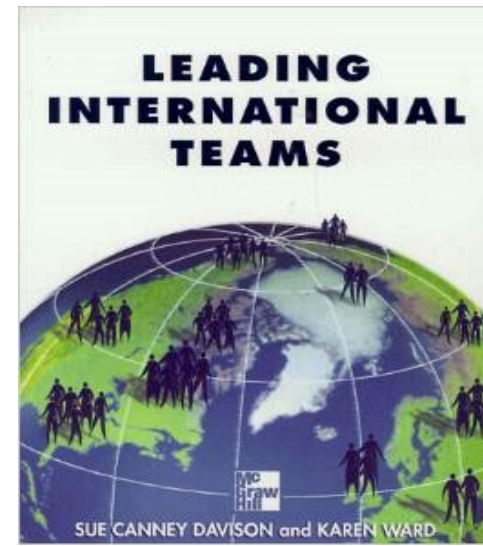


Creating Value through Collaboration

Karen Ward





Cabinet Office



ASHRIDGE



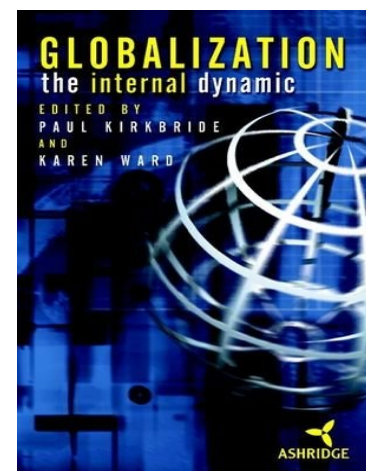
Home Office



Department for Work & Pensions



HIGHWAYS AGENCY



MARS
Tomorrow starts today



Unilever

NHS



EY



The Open University

BBC STUDIOS



ALLIED UNIVERSAL SECURITY SERVICES



crf
CORPORATE RESEARCH FORU

Associated British Foods plc

aditi unlimited

Price Bailey
CHARTERED ACCOUNTANTS

AON

NOVARTIS

Huhtamaki



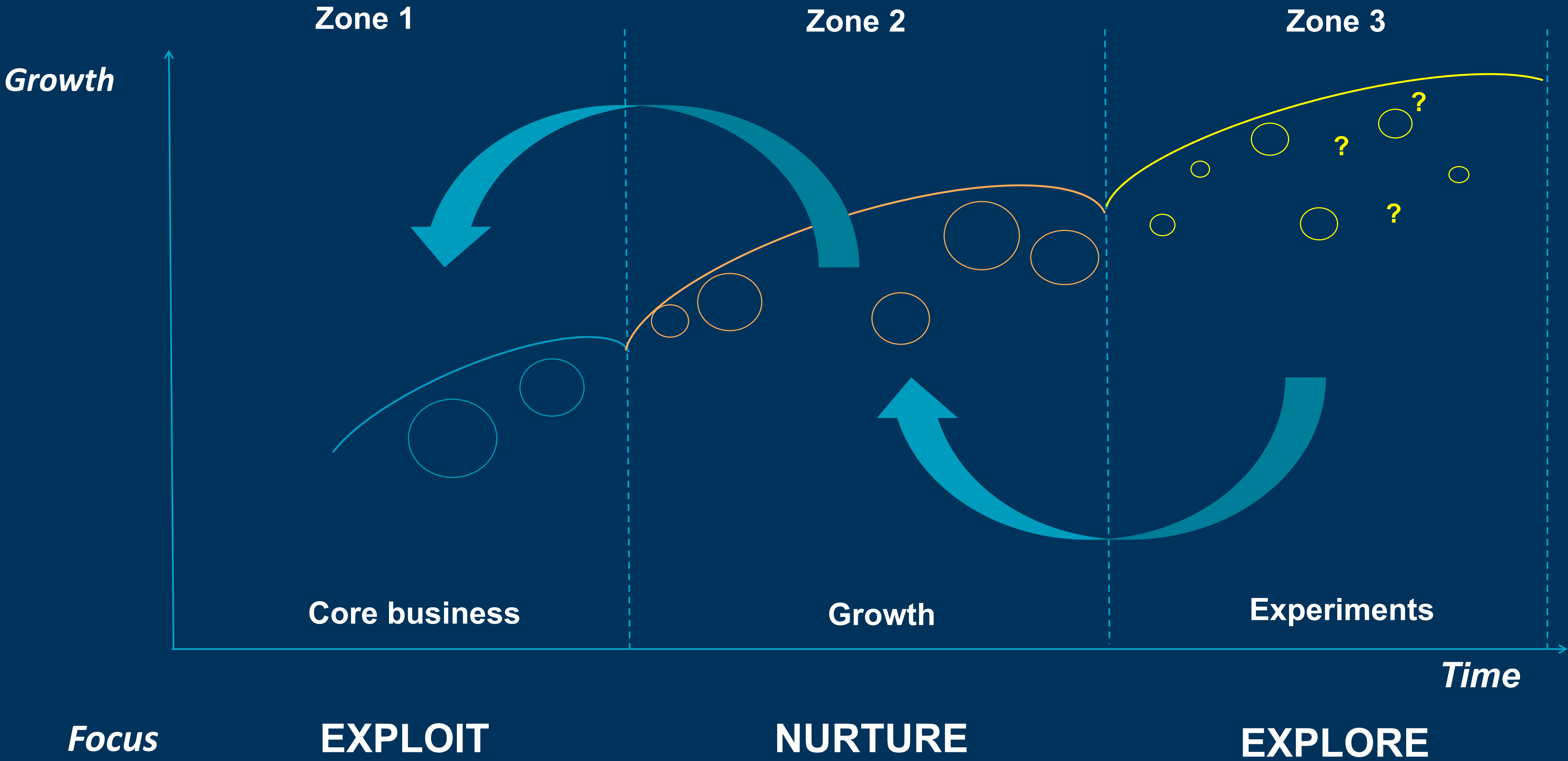
SAP

Today

- Creating Value through Collaboration
 - Creating **sustainable** Value
 - Immunity to change: Getting out of our own way
 - Leading in Partnership

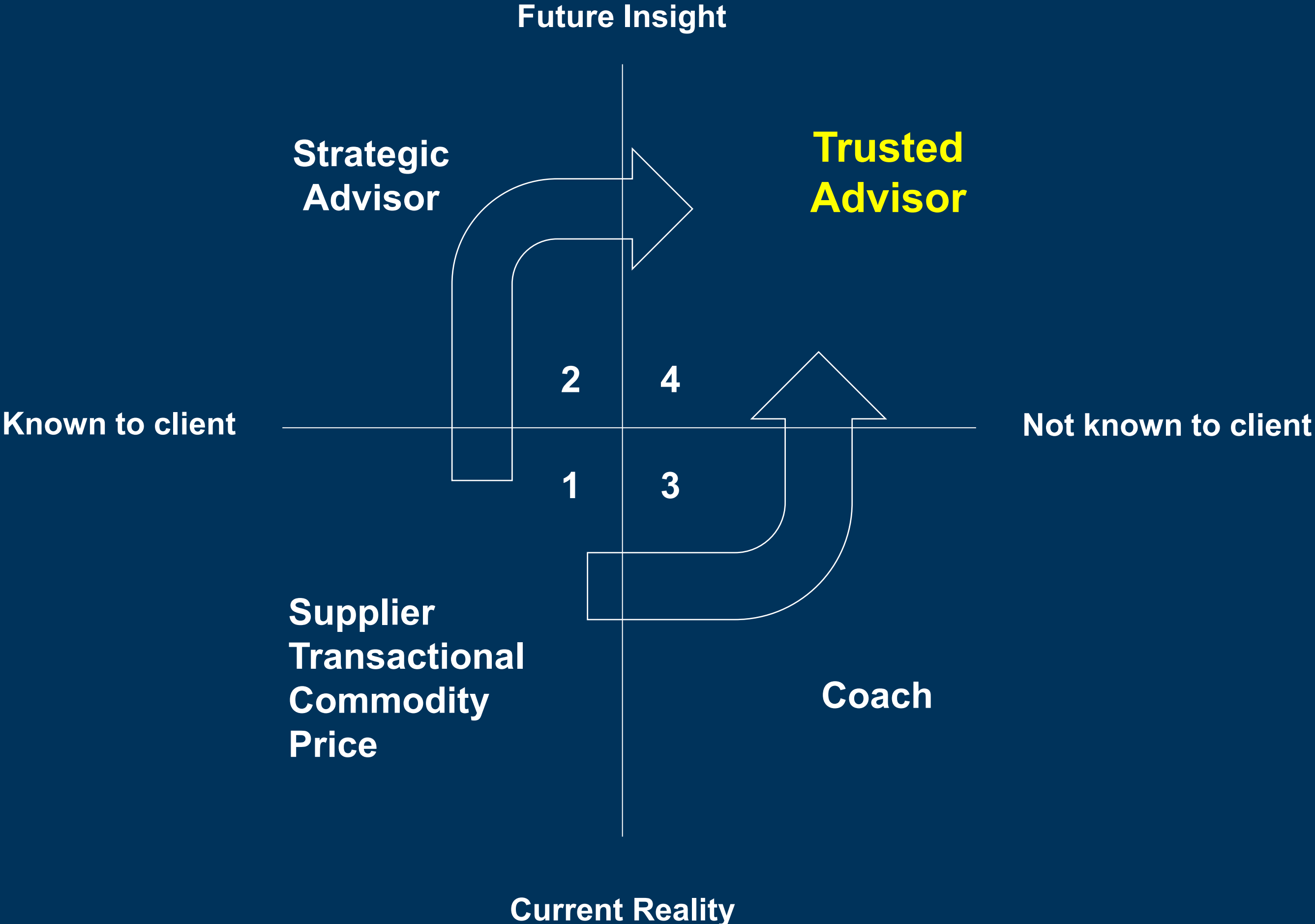
Creating Sustainable Value

Pace of change



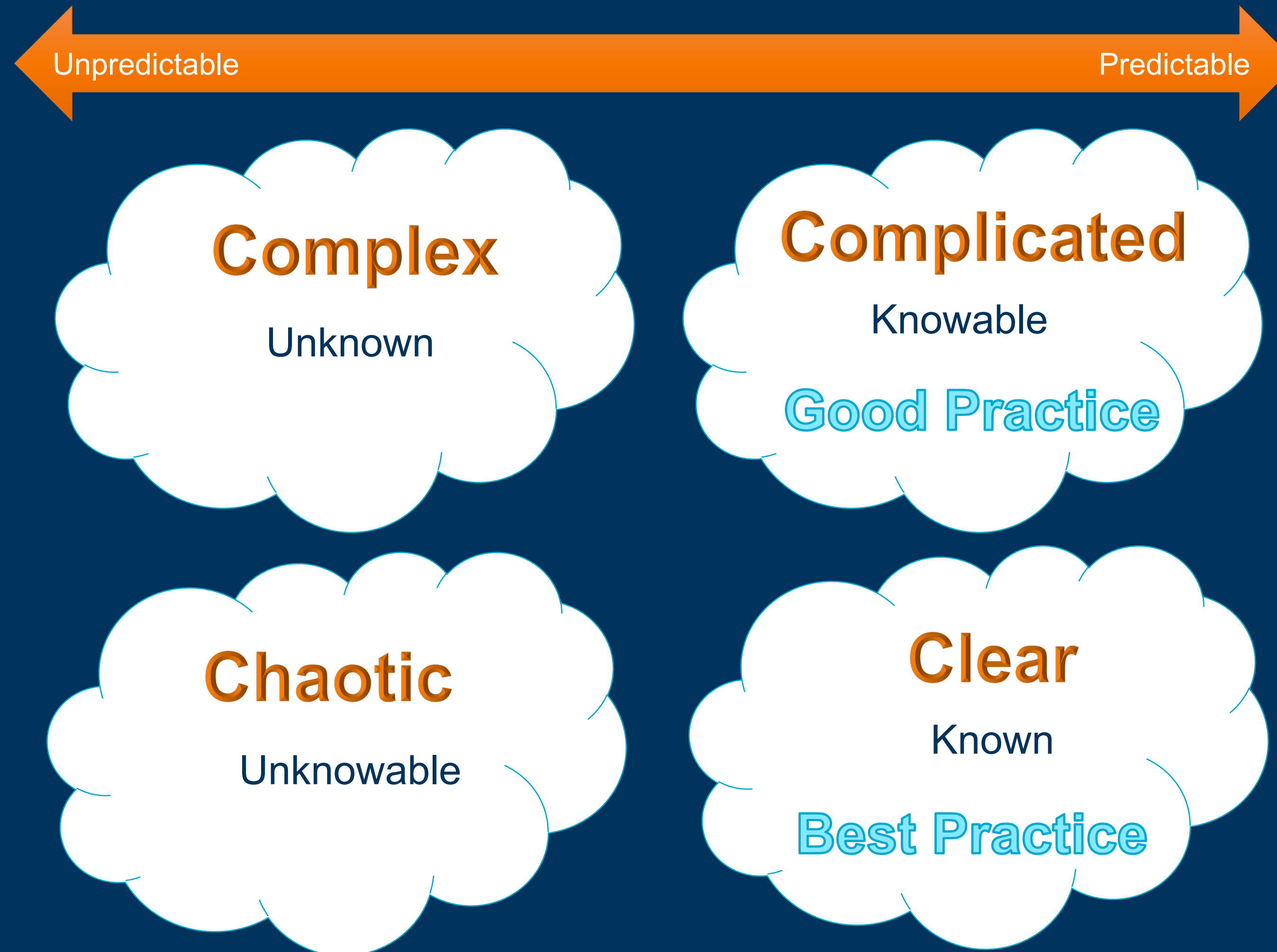
Moving up the value chain

Source: adapted from Maister, Green & Galford (2000)



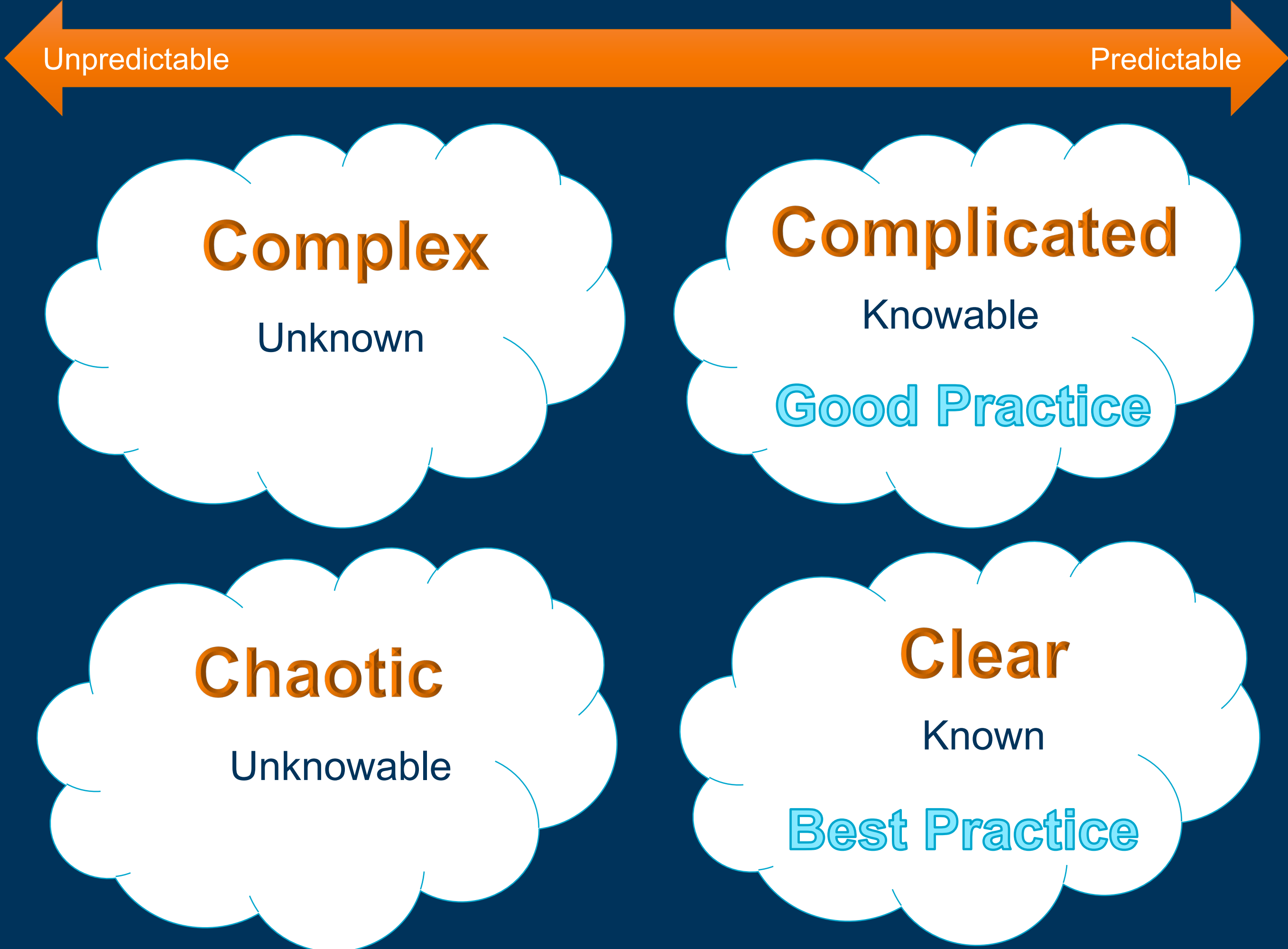
What is keeping your clients awake at night?

Source: Adapted from Stacey & Shaw, Snowden, Wilber



Discussion: Where are you creating value?

Source: Adapted from Stacey & Shaw, Snowden, Wilber



What has this got to do with collaboration?

Ashby's Law of Requisite Variety (1956)

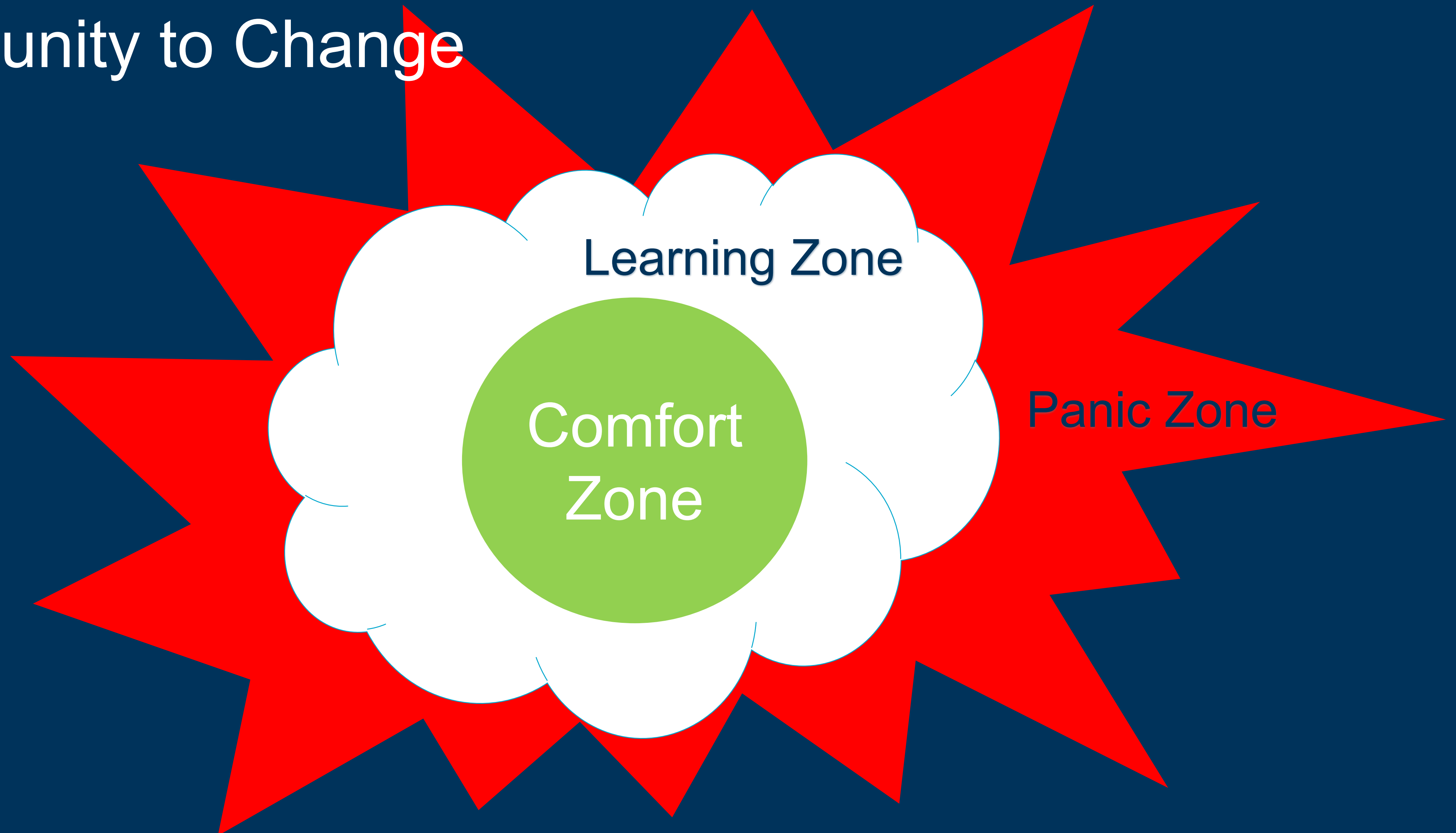
“only variety can absorb variety”

If a Firm is to be able to deal successfully with a diversity of challenges, then it needs to have a repertoire of responses (service offers) at least as nuanced as the issues thrown up by the external environment and being experienced by clients.

In summary

- The pace of change is speeding up
- The scale of disruption is no longer local
- Client expectations and needs are more complex
- 'Best Practice' and 'Good Practice' solutions are leaving considerable value on the table

Immunity to Change



Immunity to Change

Getting out of our own way

Is there any energy for change?

$$D \times V \times F > R$$

Dissatisfaction with the Status Quo

Vision of a possible better future

First steps

Resistance to Change



Exercise: Immunity to Change

How does increased collaboration change your status quo?

What do I believe I could gain or lose if I collaborated more?

Status?

Certainty?

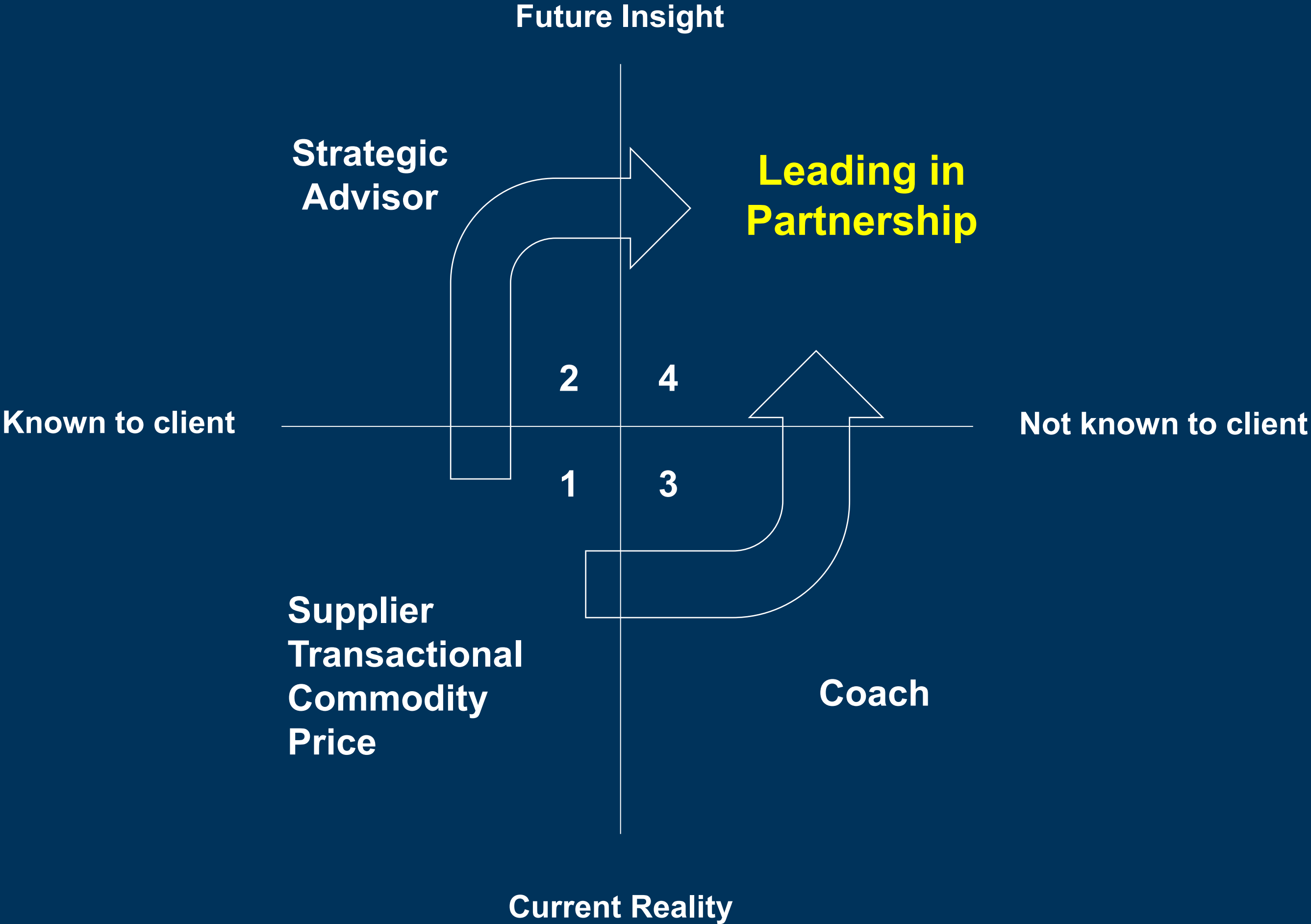
Autonomy?

Relatedness?

Fairness?

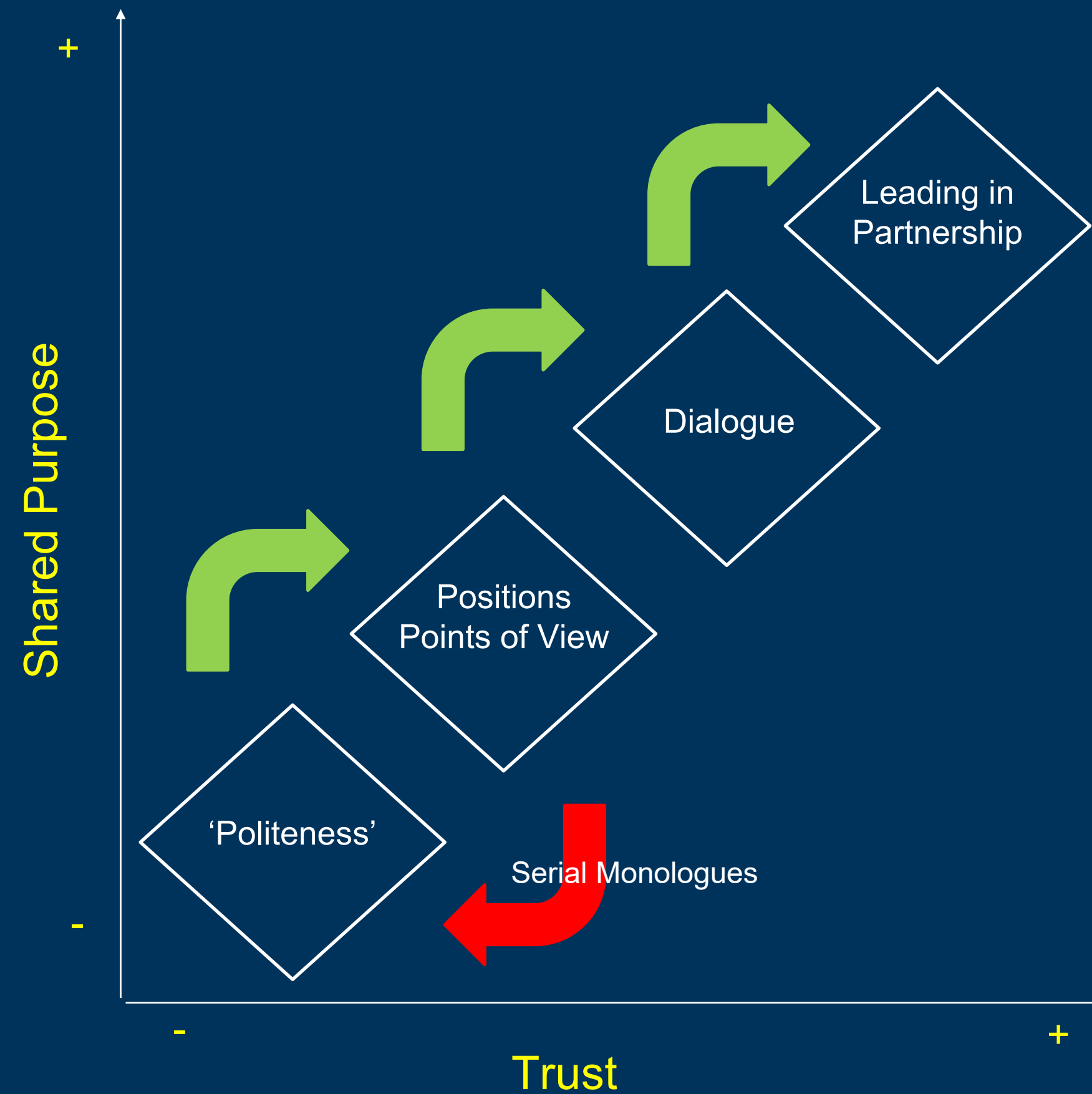
Creating value in times of complexity and uncertainty

Increasing requisite variety



Leading in Partnership

How to create requisite variety in practice



Leading in Partnership: Seven Practices



What next?

How to build your collaboration muscles?

Use these three days out of the office to move into your learning zone - what new collaborations might be possible?

Notice your energy for change – how can you create more sustainable value?

Which of the seven practices are you already naturally good at? How can you amplify these?

