



"Stop looking for solutions – when you're FoCuSeD™, you find them."

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Collaborative Organization

Let's look at the basis of "how to" create a Collaborative Organization. I understand that this is an ambitious concept. Is it doable? Absolutely. It takes commitment, time, and collaboration.

Defined

First, it is important to understand what a "Collaborative Organization" looks like. A Collaborative Organization is one that embraces collaboration – working together. It recognizes that working together is more successful than working as individuals. It values inclusion over exclusion. It recognizes that people's differences make the organization more interesting and richer.

Characteristics are...

With a Collaborative Organization, we see the following positive behaviors:

- Plans, requirements, decisions, directions, etc. are developed through facilitated workshops.
- Because facilitation is key to collaboration, Facilitator skills are highly valued.
- Because members understand consensus and the decision-making process, they understand the need for divergent ideas, discussion of different perspectives, and convergence to a decision.
- Members are equal, but not equivalent. They contribute according to their individual strengths and abilities.
- Decisions are made considering input from stakeholders.
- Goals and targets are set based on collaboration and more easily met through collaborating.
- Members understand and support decisions because they are involved.

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The FoCuSeD™ Facilitator Academy

Gary Rush's 5-day highly interactive class on "how to" be an effective Facilitator. It's the most complete and comprehensive facilitation class available. It helps build your skills and confidence. It develops Collaborative Leaders.

Attend the IAF North America Conference in Vancouver, British Columbia, Canada

Get Involved!

April 20 – 25, 2009.

The FoCuSeD™ Facilitator Academy

Our next available public class date:

June 09 – 13

2008 Public Class Dates*

January	14 – 18
February	11 – 15
March	10 – 14
April	14 – 18
May	05 – 09
June	09 – 13
July	14 – 18
August	11 – 15
September	08 – 12
October	13 – 17
November	17 – 21
December	08 – 12

*All public classes are held in Chicago.

Gary's Upcoming Presentations:

- Project Management Institute (PMI) Global Congress
Denver, CO
October 20.
- International Institute of Business Analysts (IIBA)
Milwaukee, WI
October 21.
- Midwest Facilitator Network (MFN)
Chicago, IL
November 7.

MGR Consulting FoCuSeD™ Advanced Class

November 4 – 5, 2008

Spend 2 days with Gary to broaden your facilitation skills. This highly interactive class introduces "The FoCuSeD™ Facilitator Guide" as well as provides new tools for the experienced Facilitator. You will learn and practice "how to" integrate the emotional group cycle along with the workshop process to build a product – the essence of FoCuSeD™.

Collaborative Organization, Continued

- Flexibility and agility exist because the organization doesn't need to sell the members on directions – members are well informed and part of the solution.
- Members work with their vendors and customers in a manner that benefits all.
- Success is based on group performance.

Making it real

How do you make it happen? The first requirement is management commitment. Once management is committed to nurturing a *Collaborative Organization* and have publicly announced their commitment and support, then the following will make it happen:

- **Lead** – A *Collaborative Organization* is developed from the top down – collaborative leaders model the role.
- **Communicate** – The organization needs answers to:
 - What is a *Collaborative Organization*?
 - How does it work?
 - Why is it important?
 - What are the next steps?
- **Train** – The organization requires training. (*Just as societies, who suddenly become "democratic" without experience in democracy, struggle so will people who are suddenly told that they are collaborative.*) Three levels of training are required:
 - Facilitator training is required for a cadre of full-time Facilitators. A complete and comprehensive class is required so that these Facilitators are able to facilitate any type of situation. Facilitators should become IAF CPF's to continue learning and stay abreast of new trends and methods.
 - Collaborative Leadership training is required for management in the organization. The training must teach active listening, how to build a collaborative team, processes for strategic thinking and decision-making, how to embrace diversity, how to engage members and create a participatory environment, and how to lead by example and collaboration rather than directing. This should be mandatory for future management.


- Overview training is required for all members. Members need to understand what "collaboration" means; what "consensus" means; how decision-making is done, and how they are part of the solution.
- **Collaborate** – The training is put to use. The organization needs to begin collaborating and:
 - Review their policies to see how they need to change to support the new culture.
 - Reassess how they are structured – to see how well it works with the new culture.
 - Continuously redefine "collaboration" and their decision-making processes – i.e., collaboratively define and redefine their *Collaborative Organization*.

Benefits

Why become a *Collaborative Organization*? The benefits can be staggering:

- A larger pool of ideas exists because all members are involved. Brilliant ideas from all parts of the organization will surface and be considered.
- Decision-making is shared and more transparent.
- Risks and rewards are shared across the organization.
- When members collaborate, they overcome barriers previously thought overwhelming.
- Members have more of a stake in making the whole successful.
- Vendors, members, and customers become more loyal.
- *Collaborative Organizations* are more adaptable in a changing world.


And So...

There are small organizations that are collaborative and have been by design. Taking full advantage of the enormous human capital in an organization because of collaboration has phenomenal potential. 

"Good leaders make people feel that they're at the very heart of things, not at the periphery. Everyone feels that he or she makes a difference to the success of the organization. When that happens people feel centered and that gives their work meaning." Warren Bennis (Professor at USC)

The FoCuSeD™ Facilitator Academy

Class Description

Gary Rush's 5-day highly interactive class on "how to" be an effective Facilitator. It is the most complete and comprehensive facilitation class available. It helps build your skills and confidence. It develops Collaborative Leaders. Until *FoCuSeD™*, facilitation techniques have been either about structure or group dynamics. With *FoCuSeD™*, you learn to proactively plan the emotional group cycle along with the workshop process to build a product. Gary believes that theory is needed and teaches it to provide a background. He teaches specific "how to"; he provides detailed facilitation and process tools and as an IAF CPF Assessor, he covers the *IAF Facilitator Competencies* and what students need to do to achieve them. In his class, students practice 40% of the class time and receive comprehensive assessments along with recorded sessions (*see our website for Class Abstract, Class Agenda, and 2008 dates*). 

"Best session I've had in 30+ years of classes!"

Michael, Project Manager & Facilitator (*FoCuSeD™* Facilitator Academy alumni)

The FoCuSeD™ Facilitator Guide

A radical departure from previous work. It is a comprehensive reference manual in which Gary shares his step-by-step process so that students can replicate his practices. It consists of 5 books containing 24 chapters. You can get *The FoCuSeD™ Facilitator Guide* by:

- Attending our 5-day "*The FoCuSeD™ Facilitator Academy*."
- Attending the *MGR Consulting "FoCuSeD™ Advanced Class"*.

MGR Consulting – Products and Services

Our Courses



MGR Consulting is a PMI Global Registered Education Provider (R.E.P.).

Our core classes confer Professional Development Units (PDU's) to attendees who are certified Project Management Professionals (PMPs).

Core classes are:

- *The FoCuSeD™ Facilitator Academy*
- The MGR Consulting *FoCuSeD™ Advanced Class*
- Business Presentation Skills
- Collaborative Leadership
- Data Modeling Made Easy
- Diversity – How Business Succeeds
- Productive Meetings
- Strategic Planning & Organizational Design

Other classes are:

- Team Building Seminar
- Collaborative Leadership for Young Leaders

(Gary Rush teaches all of our classes. We can bring our classes on-site anywhere in the world for organizations or companies.)

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Website - www.mgrconsulting.com • Forum - www.mgrconsulting.com/forums/index_vba.php

MGR Consulting – Products and Services

**See our web site –
www.mgrconsulting.com**

For additional Information on:

- "It's Time to Get *FoCuSeD™*"
- Products and Services
- Course Descriptions
- Keynote Presentations
- Facilitation and Strategic Planning
- eNewsletters and Articles written by Gary Rush
- Books and Additional Resources
- Becoming an *IAF Certified™ Professional Facilitator* (CPF)

**Contact Gary at
(773) 330-2064 or
grush@mgrconsulting.com to:**

- Kick off your event.
- Register for Public classes.
- Get Pricing Information.
- Schedule an On-Site class.
- Discuss our products and services or answer any questions you have.

Join the GFC Forum

This interactive *Forum* enables members to post ideas, questions, and comments.

- http://www.mgrconsulting.com/forums/index_vba.php

(Professional Misfits – www.professionalmisfits.com – set up our Forum and Website.)

Note: Call Gary to find out how we can help your organization become a *Collaborative Organization* through our training – ***The FoCuSeD™ Facilitator Academy*** and ***Collaborative Leadership*** – consulting, and facilitating.

Gary Rush, IAF Certified™ Professional Facilitator (CPF), CPF Assessor, and IAF Chair, heads *MGR Consulting*. Gary has been facilitating since 1983 and training Facilitators since 1985. In 1985, Gary created *FAST* – a structured facilitation technique. In 2007, Gary created *FoCuSeD™* – a revolution in structured facilitation – a revolution from *FAST* – the **1* Holistic Facilitation Technique**. Gary's facilitation technique is used widely around the globe. His alumni are amongst the most successful and influential Leaders. They often tell us how much his class has changed their lives.