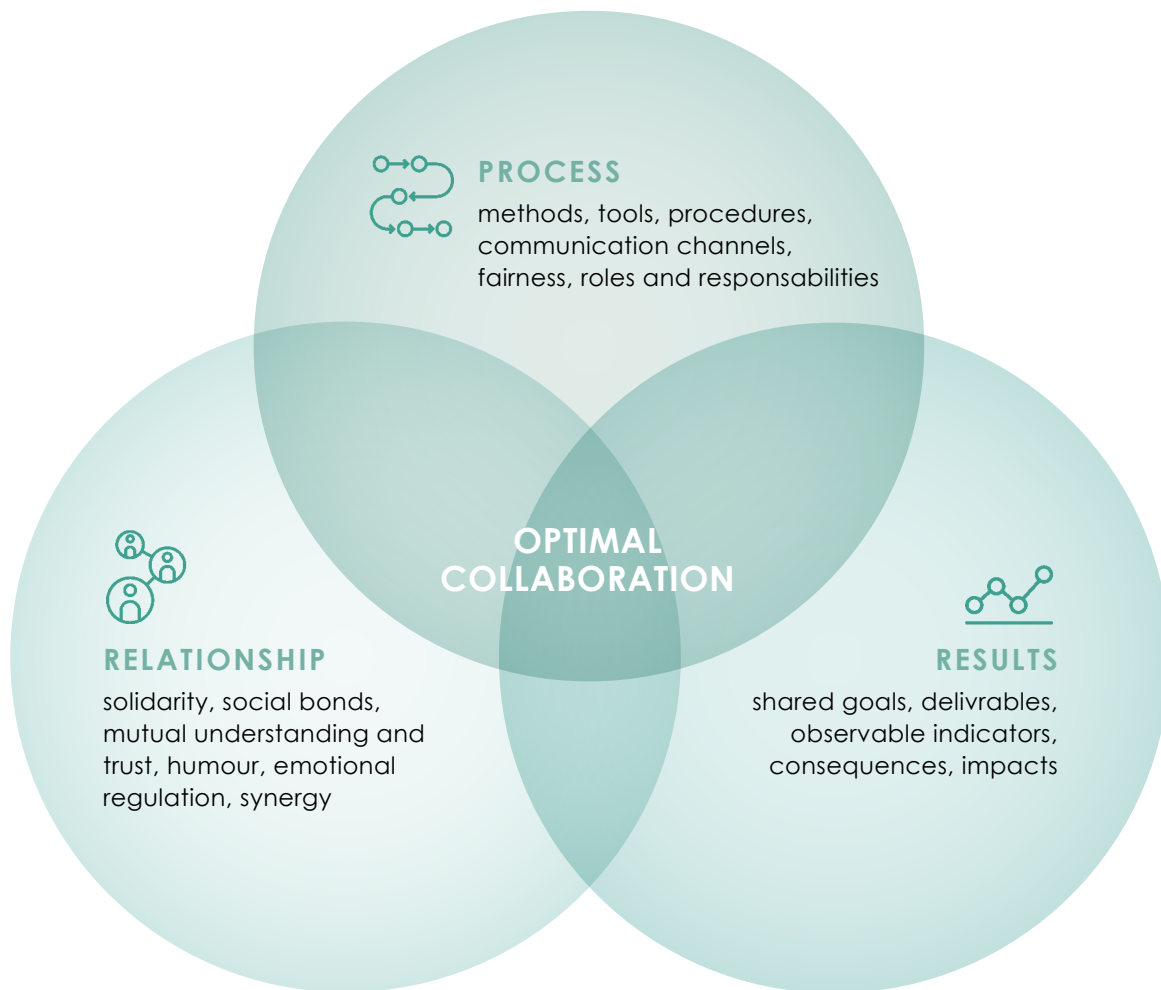


Building a collaborative relationship

> The three keys to optimal collaboration

In order for a team to perform to its full potential, its members have to strike a balance between these three dimensions.

Even though certain individuals naturally place a higher importance on one or the other of these dimensions, it's important to understand that they are interdependent.



> Self-evaluation tool the three keys to optimal collaboration

Objective: To better understand what is important for each team member, and to find ideas together for concrete improvement in order to optimize your collaboration.

Instructions: Fill out this chart individually, and then discuss your answers as a team. It's normal that answers differ from one person to the next. All points of view are valid, and worth being heard.

Indicate to what level you agree with the following statement.
1 = Completely disagree, 2 = Disagree, 3 = Neither agree, nor disagree, 4 = Agree, 5 = Completely agree

PROCESS	
The roles and responsibilities within the team are clear.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
We use the proper communication channels based on each situation (e.g., phone call or email).	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Our work tools are adapted to our needs.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Our work methods and procedures are efficient.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Our processes (e.g., decision making, distribution of tasks) are fair towards everyone.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
	SUB-TOTAL: _____ /25
RELATIONSHIP	
We know each other well.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Our relationships between our colleagues are harmonious and enjoyable.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
We are able to resolve our differences efficiently.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
We work in a trusting environment.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
We help each other out.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
	SUB-TOTAL: _____ /25
RESULTS	
We all work toward a shared goal.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
We produce high-quality deliverables.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
We can measure and track our performance with precise indicators.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Our work has real value, an impact, and positive consequences.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
Our results are visible, observable by our organization, our collaborators and/or our clients.	<input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5
	SUB-TOTAL: _____ /25
	TOTAL: _____ /75

Notes from team discussion

Our main collaborative strengths are:

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Our main areas for improvement are:

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Other remarks:

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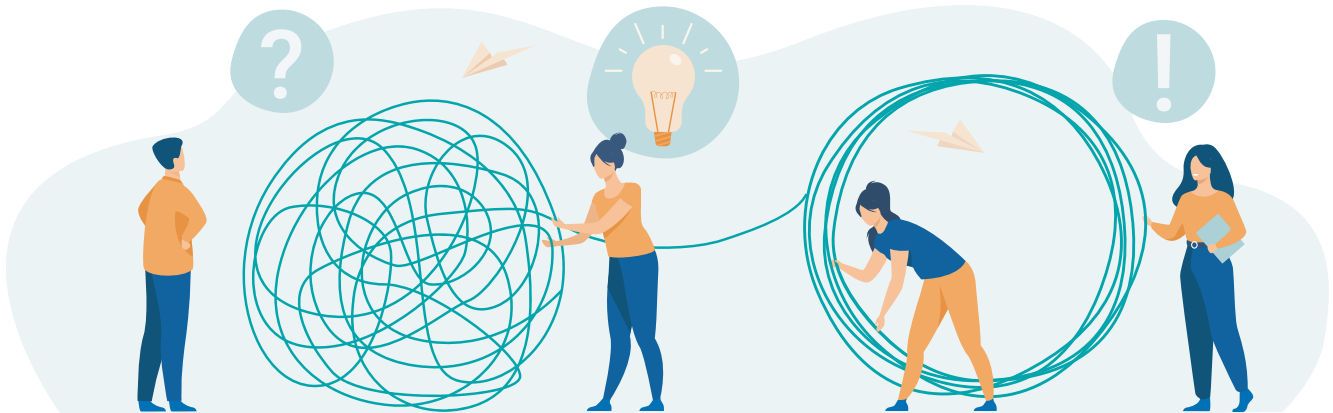
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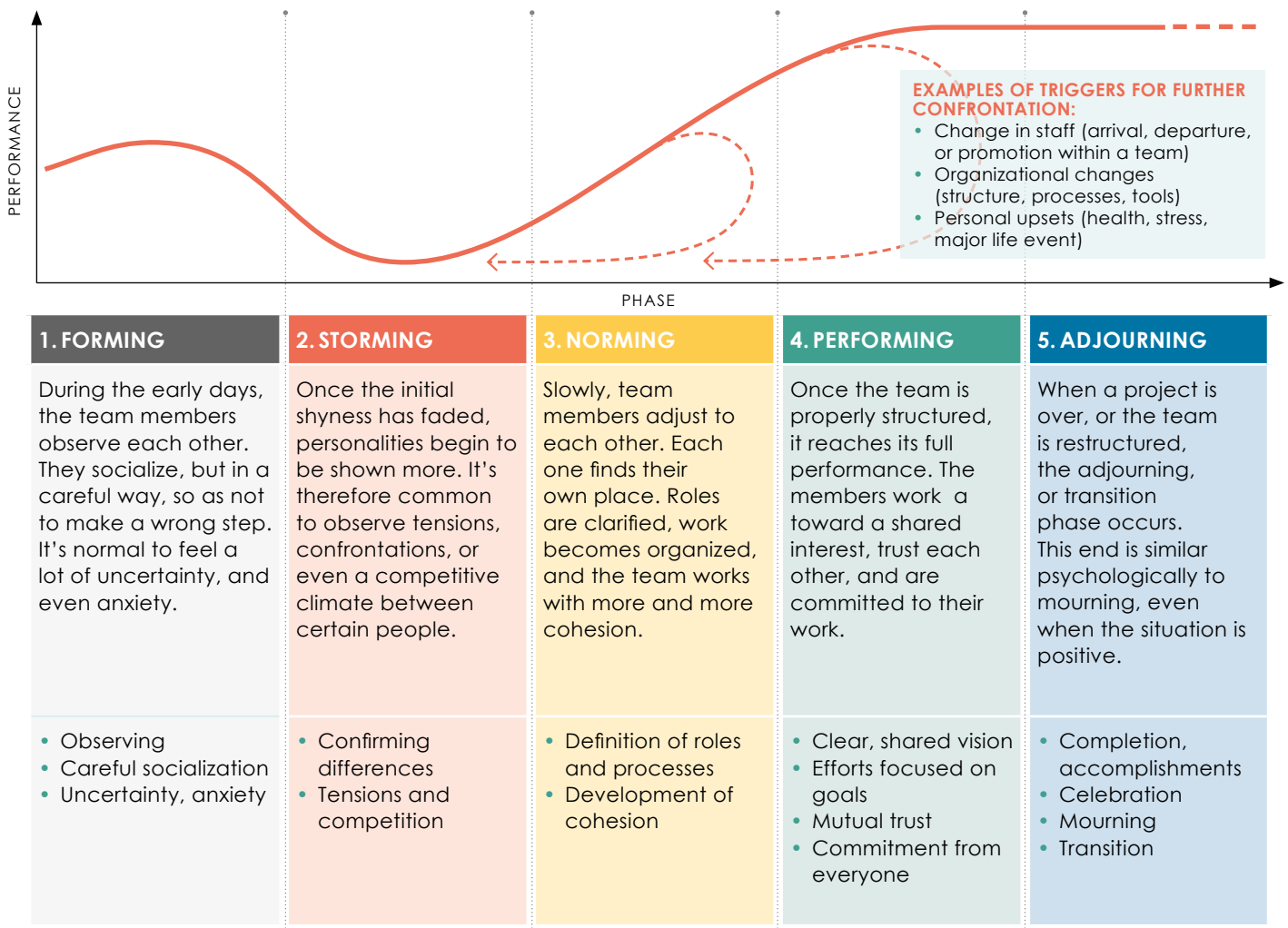
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> The five phases of development of a relationship, or of a group

A collaborative relationship is generally built following these five phases, which are more or less linear. Here is a description of the climate, and the observable relationships of each phase.





HERE ARE A FEW IDEAS FOR ACTIONS YOU CAN TAKE BASED ON EACH PHASE, IN ORDER TO PROGRESS MORE RAPIDLY TOWARD AN OPTIMAL COLLABORATION.

Ideas for action for a TEAM LEADER in order to facilitate the next step

1. FORMING	2. STORMING	3. NORMING	4. PERFORMING	5. ADJOURNING
<p>Share as much information as possible</p> <p>Encourage forming connections between members</p> <p>Clarify expectations, and each person's role</p>	<p>Facilitate discussions about issues experienced</p> <p>Be present, listen, and offer support</p>	<p>Create opportunities for self-development for everyone</p> <p>Encourage, and recognize efforts</p>	<p>Encourage shared decision making, and creative resolution of problems</p> <p>Celebrate every little success</p>	<p>Take time to discuss changes</p> <p>Provide a recap</p>

Ideas for action for a TEAM MEMBER in order to facilitate the next step

1. FORMING	2. STORMING	3. NORMING	4. PERFORMING	5. ADJOURNING
<p>Put yourself out there with others</p> <p>Ask questions</p>	<p>Ask for, and offer feedback in order to better understand one another</p>	<p>Fully commit</p> <p>Develop trust in yourself, and in others</p>	<p>Exercise autonomy, while working in the interest of the team</p>	<p>Apply personal learnings in the future</p>

> Optimize collaboration virtually and from a distance

Whether you are collaborating 100% virtually, following a hybrid model, or even on two floors of the same building, know that physical distance is an obstacle toward collaboration on several levels.

Here are three ideas for actions to overcome these difficulties in this situation

1 CHOOSE THE RIGHT COMMUNICATION CHANNEL BASED ON THE SITUATION

To determine the right communication channel, it's important to first ask yourself about the nature of the tasks. As a general rule of thumb, the more complicated a task is, and the more it requires the interdependence of several people (e.g., shared decision making, or an emotional subject), the more necessary it is to discuss it face-to-face, or at least using video. On the other hand, when a simple piece of information needs to be shared, or a task is carried out in an assembly-line fashion, written communication can be very effective.



2 MAINTAINING SOCIAL BONDS, AND PSYCHOLOGICAL DISTANCE

Research increasingly shows that teams who collaborate virtually feel a greater psychological distance. The team members who feel the most isolated from their colleagues are generally less healthy, and less committed to working. Also, distance negatively affects a team's performance, particularly by decreasing mutual trust, and cohesion.

To overcome this, the manager, and all of the team members have a shared responsibility to maintain their social bonds. Whether it's through statutory meetings, informal lunches, or even a funny text, each team can find the rituals that allow them to feel close psychologically, despite the distance.

PHYSICAL DISTANCE = PSYCHOLOGICAL DISTANCE

- ↓ Physical, and psychological health
- ↓ Commitment
- ↓ Performance
- ↓ Shared trust
- ↓ Cohesion



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3 TAKING ON A MANAGER-COACH POSITION

Telework, and the sharp increase in teams who are spread out also bring their own share of challenges for team managers. Managing performance is increasingly based on results. Therefore, it's more necessary than ever to rely on mutual trust, autonomy, and empowerment. In short, the manager shifts from a control position to a coaching position to maximize the employees' development.



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