

A COLLABORATION MANIFESTO



This document represents an **organizational commitment** to work together effectively and respectfully to achieve our shared goals.



Our steadfast goal is to catapult beyond 'teamwork' achieving and sustaining a culture of 'real collaboration' across the organization.



We will accomplish this by actively considering three key elements: **People**, **Process**, and **Tools**, prioritized accordingly.

Collaborative organizations make a deliberate and visible effort to be governed by 5 commitments to each key element (people, process & tools):

1. **RECOGNIZE VALUE:** to acknowledge importance and benefits.
2. **PROMOTE ACCOUNTABILITY:** to communicate what will be done and do what is communicated.
3. **PLAN STRATEGICALLY:** to consider all impacts, then prioritize and align resources across the organization.
4. **CONTINUOUSLY IMPROVE:** to always seek a better way by asking high quality questions; providing continuous and relevant feedback; and adapting swiftly.
5. **COMMUNICATE THOUGHTFULLY:** to consider timing, transparency, simplicity, perception, clarity, and audience for all messages.

ASSUMPTIONS

These 5 principles shall be respected without neglecting these organizational imperatives:

- SAFETY** of all kinds: physical, financial, legal, psychological, environmental, and more.
- ALIGNMENT** with organizational strategy.
- SIMPLICITY** in requirements, documentation, and practice.

The realization of these principles is only constrained by the organization's commitment, prioritization, and dedication to do so. It does take effective change leadership and time to shift to an organizational culture of real collaboration. The only practical reason to ignore this is if the organization is at peak performance with no competition in sight, and employee turnover is insignificant.

IMPORTANT NOTE: This document was inspired by, ['The Business Agility Manifest Building for Change'](#) by Roger T. Burlton, Ronald G. Ross & John A Zachman. Please check it out!



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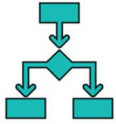
OUR SHARED COMMITMENT TO PEOPLE

This includes all people in and related to the organization and their various working relationships: top-down, bottom-up, horizontally, and across divisions

- ✓ **We will Recognize Value** by:
 - Celebrating successes and learning from challenges or failures.
 - Sharing, not hoarding skills and information.
 - Visibly rewarding exceptional performance and proactively mitigating shortfalls.
- ✓ **We will Expect Accountability** by:
 - Establishing clear and transparent ownership of roles, responsibilities, and processes.
 - Being transparent: say what you do and do what you say.
 - Letting stakeholders know early if you expect to miss a deadline.
 - Asking for help if you need it.
 - Expecting accountability and holding others accountable.
- ✓ **We will Plan Strategically** by:
 - Carefully allocating and aligning resources, priorities, to mitigate impacts of change.
 - Allowing sufficient time, training, documentation, and support for people to successfully adjust to changes.
 - Maintaining short and long-term goals to engage and align with organizational goals and strategies.
- ✓ **We will Continuously Improve** by:
 - Providing and leveraging active channels for feedback.
 - Considering challenges as opportunities.
 - Coaching each other actively.
 - Striving to learn something new every day and proactively sharing it with others.
 - Facilitating and cultivating ideation without boundaries.
 - Providing optimal structure to innovation to balance inspiration with fiscal integrity.
- ✓ **We will Communicate Thoughtfully** by:
 - Listening to understand and using radical candor to fully engage.
 - Expressing curiosity not judgement.
 - Choosing all communication (words, tone & channels) carefully, consistently, and deliberately.



A COLLABORATION MANIFESTO



OUR SHARED COMMITMENT TO PROCESS

Includes all process that are used to sustain the organization: all functions and levels.

- ✓ **We will Recognize Value** by:
 - Defining clear process ownership and documentation governance.
 - Aligning cross-functionally on inputs, impacts, and outputs.
- ✓ **We will Expect Accountability** by:
 - Ensuring process documentation is accessible, accurate and aligned across the organization.
 - Measuring results against planned outcomes and deliverables.
 - Establishing feedback loops to the process owners.
 - Validating process improvements before sharing them.
- ✓ **We will Plan Strategically** by:
 - Establishing a governance program for all critical processes.
 - Considering impacts to existing processes when shifting strategies.
- ✓ **We will Continuously Improve** by:
 - Ensuring established process documentation and governance is followed.
 - Engaging diverse stakeholders to clarify current state challenges and draft target states.
 - Leveraging tools that support critical processes effectively and efficiently.
- ✓ **We will Communicate thoughtfully** by:
 - Ensuring transparency with stakeholders, messaging the right people at the right times.
 - Sharing challenges, successes, and lessons learned.



OUR SHARED COMMITMENT TO TOOLS

All resources and technology used by people to execute processes.

- ✓ **We will Recognize Value** by:
 - Not expecting tools fix to problems without process alignment and training.
 - Assuring the right administrator is in place.
 - Building a strong partnership with any vendors.
 - Ensuring a cohesive, sustainable, and scalable architecture across the organization.
- ✓ **We will Expect Accountability** by:
 - Sustaining adoption of agreed upon tools.
 - Continuously monitoring impact to ensure expected value is realized.
 - Maintaining proper resources to support the tools—internal and/or external.
- ✓ **We will Plan Strategically** by:
 - Ensuring the tools are aligned with people and processes.
 - Leveraging appropriate tool champions to ensure that expected value is realized.
 - Dedicating resources to maintain knowledge of industry trends.
- ✓ **We will Continuously Improve** by:
 - Establishing a feedback loop.
 - Implementing training and process changes with tool modification.
- ✓ **We will Communicate thoughtfully** by:
 - Engaging in active and transparent change leadership, including all stakeholders.
 - Dedicating time and resources to optimize skills.

