



Collaboration

Six new tools to train people working better together



MasterClass

DIGITAL BUSINESS TRAINING EXCELLENCE



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 **17 & 19 November 2020 | 3.00 - 5.00 pm**

 **3 & 5 November 2020 | 3.00 - 5.00 pm**

Ask any leader whether his or her organization values collaboration, and you'll get a resounding yes. Ask whether the firm's strategies to increase collaboration have been successful, and you'll probably receive a different answer.

Francesca Gino, a behavioral scientist and professor at Harvard Business School, has studied hundreds of collaborations that failed, and hundreds that instead succeeded. What's the difference? One problem is that leaders think about collaboration too narrowly: as a value to cultivate but not a skill to teach. Sustained collaborations are marked by common mental attitudes: widespread respect for colleagues' contributions, openness to experimenting with others' ideas, and sensitivity to how one's actions may affect both colleagues' work and the mission's outcome. Yet these attitudes are rare.

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Instead, most people display the opposite mentality, distrusting others and obsessing about their own status. The task for leaders is to encourage an outward focus in everyone, challenging the tendency we all have to fixate on ourselves—what we'd like to say and achieve—instead of what we can learn from others.

Daunting as it may sound, some organizations have cracked this code. In this talk, we'll talk about techniques that enable both leaders and employees to work well together, learn from one another, and overcome the psychological barriers that get in the way of doing both. They all help people connect more fully and consistently. They impress upon employees that there's a time to listen and explore others' ideas, a time to express their own, and a time to critique ideas and select the ones to pursue—and that conflating those discussions undermines collaboration.

AGENDA | **First Day**

- Why collaboration is so key to organizational success
- How collaboration is not a value to impart but a skill to develop
- How leaders can create synergies in their teams
- What key behaviors are needed for collaboration to be truly effective
- How to be an organizational members who creates value in any interaction

AGENDA | **Second Day**

- What it means to effectively lead collaborative efforts
- Why horizontal leadership is as important as vertical leadership and what it entails
- How leaders can coach their teams to success
- What improv comedy can teach us about effective collaboration
- How leaders can sustain collaboration over time



**Francesca
Gino**

Professor Gino is an award-winning researcher who focuses on why people make the decisions they do at work, and how leaders and employees have more productive, creative and fulfilling lives. She is the Tandon Family Professor of Business Administration in the Negotiation, Organizations & Markets Unit at Harvard Business School and the author, most recently, of “Rebel Talent: Why it Pays to Break the Rules in Work and Life.” Gino has been honored as one of the world’s Top 40 Business Professors under 40 and one of the world’s 50 most influential management thinkers by Thinkers 50. Professor Gino has won numerous awards for her teaching and for her research. Her studies have also been featured in The Economist, The New York Times, Newsweek, Scientific American, Psychology Today, and The Wall Street Journal, and her work has been discussed on National Public Radio and CBS Radio. Gino regularly gives keynote speeches, delivers corporate training programs and serves in advisory roles for firms and not-for-profit organizations across the globe.

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