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Monday, February 3, 2014 8:51 PM
Week 8 Learnings- The Collaborative Spirit

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Dear Friend and Colleague,

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I mentioned in an earlier mail that to win we need to collaborate. I also mentioned that structure divides people but people unite structures. Companies have gone through various stages of development from an industrial company to what I term a new age company that we will see in the future. New age companies have volunteers and not employees - volunteers to the cause and purpose of the company. A new age company's strength is learning and behavior is collaborative. New age companies succeed because of one behavior – 'the collaboration and co-operation' amongst employees backed by technology and process, not the other way around.

Process is VITAL in issues of governance, compliance, and consumer safety. We cannot have any deviation here.

For the rest, we need an enabling process that helps empowered, energized volunteers to win. Po1 will help us win if we connect with each other, build multiple interactions, adapt and co-operate and talk to each other. It starts with understanding what others do. Understanding what others do is going beyond a box in the structure or a job description. The role of leaders in a new age organization is to help people co-operate towards a larger purpose. For me, people's energy is a proxy for reality. We have to empower people to use their best wisdom and judgement within the boundaries of collaboration. We also need to encourage openness and transparency in this collaborative field which, are the best feedback mechanisms. Open, transparent feedback is more powerful than any appraisal system and gets more behavior change. A new age company has to have a higher tolerance for failure. Failure is part of winning big. At one level, companies fail because the consumer didn't act the way they assumed. As the LEGO CEO said "We should never blame people for failure. We should blame them for not seeking help or not providing help".

Collaboration happens in a company when we see each other as friends first, colleagues next. Collaboration also doesn't mean 100 % agreement on everything. I use a thumb rule of 60 % agreement but 100 %

commitment in every team discussion. Shooting for 100 % agreement doesn't work and sadly makes people stick to their positions even more.

So, what am I seeking from you and all of us?

I want you to bring the best of your energy and intent to work every day.

I want you to collaborate and help this great company win. In that collaborative journey, we will all benefit!!

Warm regards

Shiv