

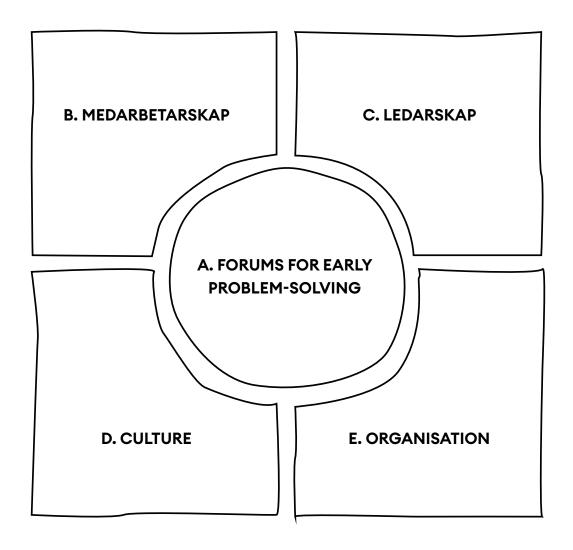
Examples of tools in strategies toward a robust collaborative culture

A.	FORUMS FOR EARLY	D. CULTURE	
PROBLEMSOLVING		Annual action plan for developing the psychosocial wor	
	Coffee breaks and other informal opportunities to meet, talk and solve problems. "Open door" policy: managers are responsible for listening to employees' problems. Workplace meetings using methods that invite constructive examination and problem-solving in cases of disagreement and irritation. Morning meetings, weekly meetings or the like with summing-up and planning (e.g., summarizing the week's plusses and minuses). Focus meetings: brief, weekly problem-solving meetings. Development talks/employee talks. Group supervision. Coordination meetings for those responsible for various activities. "Management by walking around:" The manager walks around, talking to each employee once a week.	environment. Group-based supervision (e.g., using good workplace meeting methods), team building. Common continuing education for employees in colle gueship, conflict studies, problem-solving communication, and self-knowledge. Recurring work in working groups on basic values and attitudes. Activities promoting good relations and a positive atrisphere among employees. E. ORGANIZATION: PRINCIPLES, RULES, ROUTINES A routine for recurring review of operations. Regulation of roles, responsibilty and authority. Guidelines and procedures for managing recurring	ea- a-
	Education of managers using creative meeting methods. Let employees take the role of observer at meetings and provide feedback. A routine for evaluating meetings. EMPLOYEEESHIP	 conflicts. Written policy concerning values and guidelines for concerning values and collaboration difficulties. Routine for formulating and firmly establishing goals, identities and strategies, e.g., by involving staff in wor 	
	Methods for regular, individual feedback from superiors	with the business/activity plan. Plans of action for cases of bullying, sexual harassme	nt
	and colleagues. Well-functioning dialogues with employees to identify and remedy unsatisfactory situations and developmentneeds (possibly including a plan for competence development) Clear specification of the commitments and expectations that come with employment. Recurring further education in conflict management, communication, personality psychology, leadership, colleagueship, etc.	discrimination, etc. F. REGULATION OF EXERCISE OF POWER Clear regulation of the authority to make decisions ar use sanctions and rewards. Methods for raising managers' level of awareness of existing authorities and possibilities to use sanctions. Recurrent eduction for managers in constructive confrontation and unilateral use of power.	nd
C.	LEADERSHIP	G. SIGNALING COLLABORATION	
	Access to supervision.	DIFFICULTIES	
	Programs for continuing education for leaders in conflict studies, constructive communication, problemsolving negotiations and self-knowledge.	 Contact persons to draw attention to collaboration difficulties. Routines for quickly identifying, solving and learning 	
	Independent dialogue groups for managers. A routine for reviewing managers' work situation with regard to, e.g., workload.	Routines for quickly identifying, solving and learning	
	Leadership policy describing managers' responsibility and leadership role with regard to collaborative relations and conflict management (e.g., the "open door principle").		

Thomas Jordan, 2014 Page 1



Strategy for a rubust collaboration culture



Thomas Jordan, 2014 Page 2