



# COLLABORATIVE LEADERSHIP PROGRAM

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A systems coaching program that helps develop a corporate culture where all employees take INITIATIVE and engage in COLLABORATION

## WHAT?

Collaborative Leadership is a systems coaching program that helps develop a corporate culture where all employees take INITIATIVE and engage in CREATIVE COLLABORATION.

It is a platform upon which organizations that feel the need for change or already have launched their efforts to change can build a “Collaborative Leadership” model and infrastructure.

## WHY?

The communication age has accelerated the pace of the world, transformed relations, and created a generational gap in values greater than ever before. Yet, our methods of organization still rely on the mental frameworks of the old world.

To demonstrate this, executives in the “Senior/Middle/Lower” levels typically find themselves in similar scenarios and roles even if they serve in very different organizations.

### SENIOR Executives

Thinking : “Others do not take enough initiative”

Feeling : Overloaded

### LOWER level Executives

Thinking : “I am not recognized... I cannot participate... Others are responsible...”

Feeling : Vulnerable and ineffective; poorly motivated

### MEDIUM Level Executives

Thinking : “I can’t keep up”

Feeling : Trapped, overstressed

In such an environment, it becomes increasingly difficult for just a few decision-makers to grasp the big picture and make decisions at a pace that would meet the expectations of all stakeholders, mobilize the organization, and ensure sustainability.

We see both a strong need and a desire to create a climate of “Collaborative Leadership” across organizations that recognize the current state of affairs. This need manifests itself in a search for a creative, productive and satisfying collaboration where every employee takes the initiative towards a common goal.

## WHAT IS COLLABORATIVE LEADERSHIP?

It is a management approach where;

- A common future ideal forms the focal point for growth
- Common goals are the uniting factor
- The organization is not "Mechanical" but a "Living System"
- People are considered a "Value" rather than a "Resource"
- The leadership style is one that fosters greater collaboration
- The environment is productive and sustainable, nurturing a sense of meaning

## HOW?

### Agreement and Planning

Following a preliminary assessment and agreement with our sponsor, we plan the process for the organization.

We work with "vertical cross-section teams" of 10 to 30 people who represent different levels of management and departments of the organization.

This allows the participants to see beyond their respective positions and business units; to get a glimpse of the overall needs of the System and to experience Collaborative Leadership.

### Implementation

We implement a 5-module (a total of 4 days) program over a period of few months with each group.

### Broad Participation Assessment

Once a majority of the groups have completed all of the required modules (over a period of approximately 6 months), we hold broad participation meetings with the teams to evaluate the performance and impacts of the change/transformation.

### One-on-One Coaching and Mentoring (OPTIONAL)

Thanks to the effects of experiential learning, collective mind and group dynamics, participants often gain new, significant awareness of their respective challenges as well as their potential.

It is of utmost importance that individuals take responsibility for their own belief systems, preferences and behaviors to create a Collaborative Leadership climate. To facilitate this, we support individuals with our coaching and mentorship service when requested.

## Module 1: PREPARATION FOR THE JOURNEY (1 day)

### CLARITY

We work primarily on clarifying the teams' goals, perceptions of the existing situation and relationship dynamics.

"What does the work environment and our relationships demand from us? Where do we stand now?"

#### IMPACT

Awareness of the perceptions of the existing situation, common values and strengths raised.

Personality traits that affect team dynamics (roles, modes of communication, behaviors) as well as team dynamics explored.

## Module 2: CALL OF THE JOURNEY (1 day)

### FUTURE IDEAL

In module 2, we help the team create its future ideal and recognize its values, challenges and resources.

"What is the team's common dream; its raison d'être; its vision? Which roads lead to this destination?"

#### IMPACT

Team's common dream for the future (Common vision) and the routes leading to this vision (Strategy) identified; awareness raised of the obstacles and supports in the system.

## Module 3: SETTING OFF ON THE JOURNEY (1 day)

### PROTOTYPE

The third stage involves the identification of and engaging in the initial, short-term steps that would start the change towards the future ideal.

"Lift off! Which prototype plans can we draw in view of the future ideal and stakeholder dynamics?"

#### IMPACT

Efforts in support of creative collaboration. "Prototype" action plan and commitment created with an eye to internal and external stakeholder dynamics.

## Module 4: ACCELERATION (1/2 day)

### PERFORMANCE

At this stage, we follow the early short-term impacts of prototype plans together with the teams. We bring about acceleration by helping them shape the plans that would lead them to the future ideal.

“What medium- and long-term plans can we put in place for a sustainable performance? What can we update?”

#### IMPACT

Medium- and long-term plans are created through the lessons drawn from prototype applications. Agreement reached on what to leave behind to avoid returning to old patterns. Promotional mechanisms aimed at extending the plans are identified.

## Module 5: CAMP (1/2 day)

### EVALUATION

We create an environment where the organization can evaluate the progress of the previous four modules, distinguish working practices from dysfunctional ones and celebrate progress.

“What is the distance we have covered? What are we celebrating?”

#### IMPACT

Efforts that support continuous development through a culture of recognition, “feed-forward” and celebration. Personal and corporate paradigms transformed towards collaborative leadership. Assessments on change.

We use Systems Coaching as our basic approach. Through Systems Coaching, we aim to encourage the teams within organizations to first look within themselves before clearly identifying and exploring their future ideals, roadmaps, the obstacles, and the forces that will keep their new systems on track. We help the teams find their own answers, solutions, and agendas for progress by using the joint contributions of all team members.

In the Collaborative Leadership Program modules, we use a variety of philosophies, approaches and methods we internalized from a multitude of disciplines, including Theory-U, 5th Discipline, Art of Hosting, ORSC (Organization and Relationship Systems Coaching), AoEC Systemic Team Coaching, Appreciative Inquiry, Deep Democracy, ADLER, and CTI Co-Active Coaching -all of which are further blended with our experiences.

## WHO ARE WE?



### İŞILSU VURAL

Founder of SouLink Management Consultancy, İşilsu is an internationally accredited professional coach, trainer, and consultant.

She studied economics at Marmara University. She received her Master's in Communication from the University of Vienna.

During her ten years in Austria, she served in various positions in sustainability and corporate communications departments.

Before founding SouLink , she worked as General Coordinator at Coca-Cola Life Plus Foundation; and Training Director in Europe, the Middle East and Africa on social compliance for the Fair Labor Association. She also served as field coach and mentor in training support.

#### **Coaching certifications:**

Professional Coaching: CTI/The Coaches Training Institute

Team/Systems Coaching: ORSC  
Organization & Relationship Systems Coaching



### CENK DOĐRU

Cenk is an internationally accredited professional coach, mentor, trainer, and consultant.

He studied Industrial Engineering at Bođaziđi University where he also received his M.Sc. in Engineering.

In 1989, he took part in the foundation of Delphi Turkey. For nearly 25 years, he served in senior management positions in the company, including CEO in his last seven years and HR Director in the eight years prior to that.

In addition to Delphi's Turkey's organization, which totaled 6,000 employees, he also led Delphi's comprehensive transformation processes across Slovakia, Morocco, Romania, and Bulgaria on growth, downsizing, reorganization, simplification, and creating a culture of excellence.

#### **Coaching certifications:**

Professional Coaching: Adler International Learning

Team/Systems Coaching: ORSC  
Organization & Relationship Systems Coaching

## EXPECTED CHANGES IN PARTICIPANTS and THE TEAM:

### CLARITY

- Ability to take initiative at all levels
- Ability to see and demonstrate how the work being done benefits the big picture
- Identify and prioritize strategic priorities
- Develop and simplify business processes in parallel with the identified strategies

### INDIVIDUAL

- Enhance self-awareness
- Provide immediate and constructive feedback
- Lead by values, inspire, and boost motivation
- Confront and address difficulties
- Confidence, authorization and delegation

### INTERPERSONAL RELATIONS

- Inspire and build trust
- Support open and transparent communication
- Support new opinions and suggestions while tolerating mistakes
- Support different perspectives

### TEAM CULTURE

- Unite teams behind a common goal and strengthen their communication
- Eliminate a culture of fear; tolerate mistakes
- Create a common leadership language and culture
- Strike a balance between business and human focus
- Implement performance culture in a way that supports feedback and development
- Celebrate achievements

### STAKEHOLDER RELATIONS

- Develop relations based on trust with internal and external stakeholders
- Understand the impact of personal behaviors and decisions on stakeholders

### ENVIRONMENT-WIDE

- Follow the trends in the sector and think outside the box