

MEDIA QUESTIONS & ANSWERS

Creating a **COLLABORATIVE ENTERPRISE**

Retool your organization to dominate your markets

MEDIA QUESTIONS

1) **What is a Collaborative Enterprise?**

It is an organization that understands that its success is based on how successful it is with developing effective relationships with its stakeholder groups. Most people think the stakeholders are the owners and employees, but there are a number of stakeholder organizations that impact the success of any company or enterprise, whether they are for-profit or non-profit. A collaborative enterprise practices “SRM”-Stakeholder Relationship Management™.

2) **How do you identify a Collaborative Enterprise?**

First, you have to understand that there are two concepts about becoming a Collaborative Enterprise, first is that it is an evolutionary process and an organization can be in any phase of that evolution; and secondly that the collaboration is both external and internal to the company. A company may look like it is a Collaborative Enterprise from the outside, but it may not be on the inside. A few of the key identifiers are: Do they take their relationships with *all* their stakeholders seriously when executing their business plan? Do they have a culture that identifies the organization as a *team* which includes all the leadership? Do they have an insatiable appetite for real-time communications and continuous improvement?

3) **Why did you write this book?**

I spoke at a conference a couple of years ago and one day at lunch I was talking with six to eight company leaders about their struggles with their supply chain management situations. The discussion seemed to focus around how the sophisticated systems that they spent hundreds of thousands of dollars on were not helping their relationships with their customer on one side and their suppliers on the other. They complained about their employee work ethic and the regulators that were hounding them each month or quarter. When I asked if they thought they were collaborating with these same groups, they all said, yes. I decided at that point that they seemed to have a different definition of collaboration than I did. After three decades of working in a

collaborative way, I have become passionate about reaching out to organizations and showing them a better way to operate if they really want to be sustainable and grow.

4) What role does leadership play in becoming a Collaborative Enterprise?

If by leadership you mean the Chief Executive Officer, then I think it is important, but not essential. CEOs have less impact on the success and failure of an organization than you might think. Within larger organizations, they come and go every five to seven years and may have influenced the culture of the company either positively or negatively. It is the *culture* of the organization – the accumulation of the influences of these revolving door leaders -- that determines how the company will perform over the long term. A Collaborative Enterprise movement can start within the organization and work its way up to the senior leadership. If there is a clear understanding of what is required to be a Collaborative Enterprise, then all levels of an organization can be extremely influential in getting the evolutionary process started. However, it takes the entire company's commitment to sustain the evolutionary process.

5) Can any organization be a Collaborative Enterprise? Why would they change?

Yes, I believe any organization can become a Collaborative Enterprise over time. They would change because they are dissatisfied with their current results. They would change because they no longer want to accept mediocrity in the way they operate. They would change because they see the competition taking greater market share. They would change because they want to be more efficient in what they do and how they do it. They would change because they want to be around in the future.

6) Who is the audience for this book?

I hope *Creating a COLLABORATIVE ENTERPRISE* will inspire leaders at any level of an organization to believe they can change their approach to their business and be more effective by collaborating throughout the entire enterprise. Within the book I have presented *what* a Collaborative Enterprise is and *how* to make changes to begin the evolution process. The operating suggestions within the book address some of the strategies, tactics and actual execution approaches that the reader may want to consider when launching their own change process.

7) Where can we find the book?

Books can be ordered in three versions on my website:

www.creatingacollaborativeenterprise.com

- Print Copies
- Author Signed Print Copies
- eBook (PDF) Download Copies

The book is sold online also at all Book and eBook websites: Amazon, Barnes & Noble, WordSmashers, etc.

The book is available in local bookstores