

## Examples of tools in strategies toward a robust collaborative culture

### A. Forums for early problem-solving

- 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.
- Education of managers using creative meeting methods.
- Let employees take the role of observer at meetings and provide feedback.
- A routine for evaluating meetings.

### B. Employeeeeship

- Methods for regular, individual feedback from superiors 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.

### C. Leadership

- Access to supervision.
- Programs for continuing education for leaders in conflict studies, constructive communication, problemsolving negotiations and self-knowledge.
- Independent dialogue groups for managers.
- A routine for reviewing managers’ work situation with regard to, e.g., workload.

- Leadership policy describing managers’ responsibility and leadership role with regard to collaborative relations and conflict management (e.g., the “open door principle”).

### D. Culture

- Annual action plan for developing the psychosocial work environment.
- Group-based supervision (e.g., using good workplace meeting methods), team building.
- Common continuing education for employees in colleagueship, 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 atmosphere among employees.

### E. Organization: Principles, rules, routines

- A routine for recurring review of operations.
- Regulation of roles, responsibility and authority.
- Guidelines and procedures for managing recurring conflicts.
- Written policy concerning values and guidelines for cooperation and dealing with disputes and collaboration difficulties.
- Routine for formulating and firmly establishing goals, identities and strategies, e.g., by involving staff in work with the business/activity plan.
- Plans of action for cases of bullying, sexual harassment, discrimination, etc.

### F. Regulation of exercise of power

- Clear regulation of the authority to make decisions and use sanctions and rewards.
- Methods for raising managers’ level of awareness of existing authorities and possibilities to use sanctions.
- Recurrent education for managers in constructive confrontation and unilateral use of power.

### G. Signaling collaboration difficulties

- Contact persons to draw attention to collaboration difficulties.
- Routines for quickly identifying, solving and learning

## Strategy for a robust collaboration culture

