

PREFACE

In the big picture, collaboration is embattled and at an evolutionary crossroads that can lead to our society becoming predatory and enslaving, or collaborative and empowering. In the worlds of clients, their success requires the latter, but they are drowning in the former.

Thus, *Power through Collaboration* started with requests from clients for a guide devoid of platitudes to help them collaborate in their very challenging situations. The book needed to address their reality of being surrounded by and having to deal with non-collaborative people and organizations. And their reality that collaboration was pivotal to determining success versus failure, with fateful and grave business and personal consequences.

With such high stakes, clients were frustrated at finding collaboration “confusing,” “hard to do,” and “complicated.” Yet, *not* collaborating did not work. Sliding by on the minimum cooperation possible looked easier to do, but was not easier to live with. Their usual means of getting agreement and cooperating were messy, stressful, unproductive, and perpetuated their conflict treadmill. They missed out on the advantages of collaboration while still having all their usual strife and stress, and subpar results.

Thus, the Power through Collaboration (PtC) Model was created to enhance understanding about the workings of collaboration, but even more, to enable you to actually use the PtC Model methodology when people and conditions for collaboration are far from perfect. The PtC Model provides options for cooperating to whatever extent is feasible at the moment, while also illuminating the path toward collaboration as conditions become more favorable.

This book is the advanced, high-powered, professional edition for people who need to manage complicated collaborative situations like a pro. The 7-Step PtC Model utilizes a sequential process in which each succeeding step builds upon the one before. It should provide at least modest functionality from the start. But, as with new software or a new tool, usage and practice make perfect, and more features can be utilized and with greater effectiveness.

The PtC Model is based on my journey as a consultant and psychologist working to build the collaboration clients needed to succeed. It encompasses principles derived from my observations and experience. When I could, I visually organized principles into diagrams to enhance clarity. Also, I had a definite purpose and perspective in my work, which was to make collaboration work as best it could for varying situations. That purpose and perspective are infused into the model.

The PtC Model is not intended to be definitive or prescriptive. Rather, it is a tool forged in the field under fire that can provide a conceptual framework, practical guidance, and a methodology to enhance collaboration success. It is best utilized flexibly, in conjunction with other tools and methods, and with due respect for the challenges specific to each collaborative endeavor. The PtC Model is just that – a model. It is not static. It is an evolving vehicle for organizing thought, discussion, and action in accord with experience and knowledge, and will hopefully grow as the ideas and assumptions are utilized and tested.