## QUEST: PwC Learner Journey: Collaboration

YELLOW= videos (curated or PwC created), animated videos to be created, or PPT with voice over

BLUE= worksheets, tip sheets to create, scenarios to write, etc

| LEARN: | Overview | | | | |
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| OBJECTIVE: | Describe Collaboration and the knowledge and behaviors that make it up | | BASE or BONUS: | | Base |
| Challenge Name | Content/Activity  *(content/instructions, activity questions, answers)* | Media  *(video, audio, picture images, links, uploads)* | Pts | Notes/Questions | |
| Ch1: Intro | *Content/Instructions* | [Saj intro video (script)](https://docs.google.com/document/d/1c4Syawjl4Ouzjt3zMFR9ackUpB7Efie0XgjXjGSw3vg/edit) CO005  THINK TEAM….working together….THINK PROCESSES……toward shared goals….THINK PURPOSE. |  |  | |
| *Activity/Question:*  *Get them to think about collaboration in general*  *Rank on a scale how important to you feel coll is to accomplishing goals at firm or leading team* |
| *Answer/Response* |
| *Hints (Optional)* |
| Ch2: What does great collaboration look like? | *Content/Instructions*  What’s your point of view? Diversity of ideas, course correcting.. | Video (curated) CO010  Description: great example of collaboration (setting tone, engage through debate, diversity of ideas, course correction, etc.) |  | Examples: Backstory of the creation of a great product or movie (“making of”) that shows multiple people or groups with different skills and ideas coming together to create something awesome.  Alternate question: How would you define successful collaboration? | |
| *Activity/Question: Check all that apply*  What elements of collaboration do you notice in the video?   * It was expected * Safe environment * Healthy debate * Efficient decision-making * Nimble response to change * Shared vision and goals * Maximizing skill sets |
| *Answer/Response* |
| *Hints (Optional)* |
| Ch3: Power in the group | *Content/Instructions* | Video (curated) CO050  Description: The whole is better than the sum of its parts. |  |  | |
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| DO: | Self Assessment | | | | | | |
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| OBJECTIVE: | Determine one’s personal style of collaboration including current state of knowledge and skills in collaboration | | | BASE or BONUS: | | | base |
| Instructions/Content/Activity  *(content for page, instructions for activity)* | | Downloadable Content | Validation Instructions (*if any)* | | Pts | Reflection Questions | |
| <Leverage team health check?>  Broken down to two parts; team and individual.  Score yourself | | [Self Assessment (CO015)](https://docs.google.com/spreadsheets/d/1R68z9gjimdWlrGs9-4wMVdHalNks9ST-t_IBV1UFP8U/edit#gid=2134721972) | Learning peer validates | |  | What are the areas of collaboration that give you the most opportunity for improvement? | |

| LEARN: | Assess | | | | |
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| OBJECTIVE: | Analyze situations for the quality of collaboration based on best practices | | BASE or BONUS: | | Base |
| Challenge Name | Content/Activity  *(content/instructions, activity questions, answers)* | Media  *(video, audio, picture images, links, uploads)* | Pts | Notes/Questions | |
| Ch1: What does good collaboration look like? | *Content/Instructions*  what does good collaboration look like | Teach video (curate) CO020  Teach video (curate) CO021  Description: help learners recognize the key elements of effective collaboration   * When it is and when it isn’t collaborative * Over-collaboration! |  |  | |
| *Activity/Question:*  Would be good to ask: Is it possible to over-collaborate? |
| *Answer/Response*  Yes, and here is an example of collaboration gone wrong. |
| *Hints (Optional)* |
| Ch2: Collaboration beyond team | *Content/Instructions*  Ingredients for good collaboration, | [Teach Video ( script) CO025](https://docs.google.com/document/d/1XS50a9tqLd3DJnEgmhSg9Wh7Wuaqbl6HSIZYFqS0Rm0/edit)  Description: Help learners understand the nuances of collaboration beyond team:   * xTeam * xFunction * xLOS * Integrated Solution * Global Acumen * With client or vendor * Big “L” vs little “l” as roles in collaboration |  |  | |
| *Activity/Question: Check all that apply* |
| *Answer/Response* |
| *Hints (Optional)* |
| Ch3: Is it collaboration? | *Content/Instructions* | [Activity CO030](https://docs.google.com/document/d/1V3y8szbYt5dauI2J3PByxpGiDwZs0ZM4ZmfEIqttkMk/edit) |  | Need to figure out how we could build an interaction like this.  (Between Team, client, xTeam, xFunction, global, vendor, etc.) | |
| *Activity/Question:*  *Drag the scenario to “collaborative” or “not collaborative”* |
| *Answer/Response* |
| *Hints (Optional)* |

| DO: | Evaluate your team’s culture of collaboration | | | | | | |
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| OBJECTIVE: | Evaluate your team’s culture of collaboration including areas of strength vs areas for growth | | | BASE or BONUS: | | | base |
| Instructions/Content/Activity  *(content for page, instructions for activity)* | | Downloadable Content | Validation Instructions (*if any)* | | Pts | Reflection Questions | |
| Effective collaboration marks the difference between good teams and great teams.  Discuss what you have learned around collaboration with your team. Identify one area you can improve and collaboratively come up with a solution. Evaluate your team’s culture of collaboration. | | [Instructions document CO035](https://docs.google.com/document/d/1AAR9QNYeWWhisV3ND5kkEAZgtCk_mDnZrf_j7ok2D9U/edit) | Learning peer validates | |  | What is one thing your team is doing differently to improve collaboration? | |

| LEARN: | Set the tone | | | | |
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| OBJECTIVE: | Set the tone for a collaborative environment | | BASE or BONUS: | | Base |
| Challenge Name | Content/Activity  *(content/instructions, activity questions, answers)* | Media  *(video, audio, picture images, links, uploads)* | Pts | Notes/Questions | |
| Ch1: How do you make collaboration happen? | *Content/Instructions* | [Interviews video (script) CO040](https://docs.google.com/document/d/1RG1RlsacopD0cp82qW_bUqBVN4uwDsEli6wV2-awrSY/edit)  Description: PwC people share what they’ve done, both serious and fun, to enable collaboration on their teams. |  | Focus: intentionality  Alternate question: What intentional actions have you observed in others who have successfully enabled collaboration? | |
| *Activity/Question: Free Response*  *How have you been intentional in your approach to enabling collaboration?* |
| *Answer/Response* |
| *Hints (Optional)* |
| Ch2: Setting the tone | *Content/Instructions* | Teach Video (curated) CO045  Description: Go over the 5 elements of setting the tone for collaboration |  | **From Jesse:** Set the tone for a collaborative environment (potentially reference article by Jesse as a way to break this down and address this component: 1) I have identified a clear learning/performance/relationship outcome for this collaborative effort. 2) The outcome will clearly support one of my priorities, as well as theirs. 3) I know what I can specifically contribute to make the collaboration a success. 4) I understand that what's possible together is better than going it alone. (5) recognition and respect for the contributions of others  **From Jesse:** Should explicitly tie in: How you think shapes your approach to collaboration. It's important to know your sweet spot and preferred approach, as well as to gauge and respect the preferences of others. | |
| *Activity/Question: Check all that apply* |
| *Answer/Response* |
| *Hints (Optional)* |
| Ch3: Collaboration killers | *Content/Instructions* | [Video (script) CO055](https://docs.google.com/document/d/1cxJoOqmlfC5M2xq5_sij-wjGyKsoueO2Dl0L-Tlw2Nw/edit)  Description: Collaboration Killers (avoid these ~5 things that stop collaborative momentum in its tracks) |  |  | |
| *Activity/Question: check all that apply*  *Which of the following actions would hinder your efforts at building a collaborative environment?* |
| *Answer/Response* |
| *Hints (Optional)* |
| Ch4: How will you frame the collaboration | *Content/Instructions* | SIM (CO060)  Description: Make decisions to frame the collaboration.  build out 3 elements  willingness to learn  safe environment  right time  worth while to collaborate on |  | Want the learner to see/feel the impact of decisions.  <Can Ron help write?> | |
| *Activity/Question:* |
| *Answer/Response* |
| *Hints (Optional)* |

| DO: | Setting the tone | | | | | | |
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| OBJECTIVE: | Implement 3-5 actions to set the tone on your next collaboration | | | BASE or BONUS: | | | base |
| Instructions/Content/Activity  *(content for page, instructions for activity)* | | Downloadable Content | Validation Instructions (*if any)* | | Pts | Reflection Questions | |
| Identify an upcoming collaboration task and pick actions…  <Pick 3-5 actions you will take to create the foundation for collaborative interactions and complete them on your new assignment/team> | | I[nstructions document CO065](https://docs.google.com/document/d/1oTvdmMiwYzjma3ZOGZ3J1symzYCUpujue4bjaQGO01A/edit) | Learning peer validates | |  | What actions did you take and how did the team respond? | |

| LEARN: | Debate | | | | |
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| OBJECTIVE: | Make decisions by vigorous debate to arrive at place where people feel heard, validated in the decision making process. | | BASE or BONUS: | | Base |
| Challenge Name | Content/Activity  *(content/instructions, activity questions, answers)* | Media  *(video, audio, picture images, links, uploads)* | Pts | Notes/Questions | |
| Ch1: Learning from experience | *Content/Instructions*  *Create safe environment to share ideas*  building a psychological safety | [Interviews video (script) (CO070)](https://docs.google.com/document/d/1yWpe7at9FkRm3UpYOVWroRWj26Z8HO1-h3XQyD_Tl48/edit)  [Interviews video (script) (CO071)](https://docs.google.com/document/d/1yWpe7at9FkRm3UpYOVWroRWj26Z8HO1-h3XQyD_Tl48/edit)  Description: PwC people share if and how they’ve experienced healthy debate. Also share stories about unhealthy debate. Share impact of both. |  | **From Jesse:** Why are we talking about debate? (Signaling that it's okay, it's healthy, it can unlock better decisions, etc.?). This is part of the larger issues, which is: Don't let consensus decisions and collaborative politeness be at odds with good decisions and decisive outcomes. Maybe frame it wider. | |
| *Activity/Question:*  *Which of the follow is a key component to fostering healthy debate?* |
| *Answer/Response* |
| *Hints (Optional)* |
| Ch2: What does healthy debate look like? | *Content/Instructions*  Have you experienced healthy debate? Has it worked/how and why | Video(s) (curated) (CO075)  Description: Show a team or teams engaging in best practice collaborative and healthy debate including the outcome |  | Example: Movie clip or a filmed PwC team doing having a debate | |
| *Activity/Question: Rate this collaboration*  How would you rate this collaboration? |
| *Answer/Response* |
| *Hints (Optional)* |
| Ch3: How to debate effectively | *Content/Instructions* | [Video (script) (CO080)](https://docs.google.com/document/d/1Ff1NiBtV-x1MgXeUuSdKEUjh8nh1BNXjtu213AjtJdg/edit)  Description: Tips for healthy debate.   * Being heard, validated * Safety * Deciding * Consensus vs no * Collaborative politeness |  |  | |
| *Activity/Question:* |
| *Answer/Response* |
| *Hints (Optional)* |

| DO: | Making the time to debate | | | | | | |
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| OBJECTIVE: | Use the tips and trick to make time and create an environment that facilitates healthy debate | | | BASE or BONUS: | | | base |
| Instructions/Content/Activity  *(content for page, instructions for activity)* | | Downloadable Content | Validation Instructions (*if any)* | | Pts | Reflection Questions | |
| Challenge them to make time for healthy debate. Make tough decision...and actually do it | | Instructions document (CO085) | Learning peer validates | |  | What did you notice when you follow best practices in your team’s decision-making? | |

| LEARN: | Integrate diverse perspectives | | | | |
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| OBJECTIVE: | leverage diversity in all forms: diverse data, talents, suppliers, backgrounds, cultures, sources, ideas, perspectives, etc. | | BASE or BONUS: | | Base |
| Challenge Name | Content/Activity  *(content/instructions, activity questions, answers)* | Media  *(video, audio, picture images, links, uploads)* | Pts | Notes/Questions | |
| Ch1: What does diversity in collaboration look like? | *Content/Instructions* | video (curate) CO090  Description: a video that showcases multiple perspectives in action. |  | Convergent vs divergent thinking. Movie clip (e.g. Mulan, Lego Movie) | |
| *Activity/Question: Poll*  *How often to you force/seek multiple perspectives or different thinking from diverse people?* |
| *Answer/Response* |
| *Hints (Optional)* |
| Ch2: Consequences of avoiding diversity | *Content/Instructions* | Video (curated) CO095  Description: show diversity of ideas and their impact  Video (curated) CO096 |  | Curate: Apollo 13 “filter” scene or The Martian “communication” montage  One’s reality vs. another’s | |
| *Activity/Question: Rate this collaboration* |
| *Answer/Response* |
| *Hints (Optional)* |
| Ch3: Impact of embracing different perspectives |  | Video (curated) CO097  Video (curated) CO098  Video (curated) CO099  Video (curated) CO0100  Video (curated) CO0101 |  |  | |
| Ch4: How to leverage diversity | *Content/Instructions* | Document / Job Aid (CO102)  Description: Tips and best practices for leveraging diversity |  |  | |
| *Activity/Question:* |
| *Answer/Response* |
| *Hints (Optional)* |

| DO: | Seek out diverse thinking | | | | | | |
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| OBJECTIVE: | Seek diverse thinking when you otherwise might not have done so. | | | BASE or BONUS: | | | base |
| Instructions/Content/Activity  *(content for page, instructions for activity)* | | Downloadable Content | Validation Instructions (*if any)* | | Pts | Reflection Questions | |
| <Choose 2-3 projects or complex tasks that have critical needs or outcomes, particularly ones that are difficult to handle alone. For each, seek out several people, being intentional to gather people that represent a diverse set of backgrounds, skills, and opinions. Have them weigh in on your projects through brainstorm meetings and capture their input and feedback> | | Instructions document (CO105) | Learning peer validates | |  | How did the injection of diverse thinking aid you in meeting your goals? | |

| LEARN: | Fix poor collaboration | | | | |
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| OBJECTIVE: | Course correct when collaboration is non-existent; or feels uncomfortable or hard. | | BASE or BONUS: | | Base |
| Challenge Name | Content/Activity  *(content/instructions, activity questions, answers)* | Media  *(video, audio, picture images, links, uploads)* | Pts | Notes/Questions | |
| Ch1: Fix it | *Content/Instructions* | Document / Job Aid (CO110)  Description: course correction tips and best practices (team health check) |  | * Avoid over-collaboration * Pitfalls of consensus * Moderation * Etc. | |
| *Activity/Question:* |
| *Answer/Response* |
| *Hints (Optional)* |

| DO: | Fix it | | | | | | |
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| OBJECTIVE: | Find a situation that isn’t working and fix it | | | BASE or BONUS: | | | base |
| Instructions/Content/Activity  *(content for page, instructions for activity)* | | Downloadable Content | Validation Instructions (*if any)* | | Pts | Reflection Questions | |
|  | | Instructions document (CO115) | Learning peer validates | |  | What was the impact of your efforts to fix a poor collaboration situation? | |

| INSPIRE: Share your best collaboration story | | | | | | |
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| OBJECTIVE: Share a story when the collaboration went really well and had a significant impact or result | | | BASE or BONUS: | | | base |
| Instructions/Content/Activity  *(content for page, instructions for activity)* | Encourage/Appreciate/Story? | Content for Upload? | | Pts | Audience for Sharing? | |
| <Share a story when the collaboration went really well and had a significant impact or result> | Instructions document (CO120) | upload | |  | everyone | |