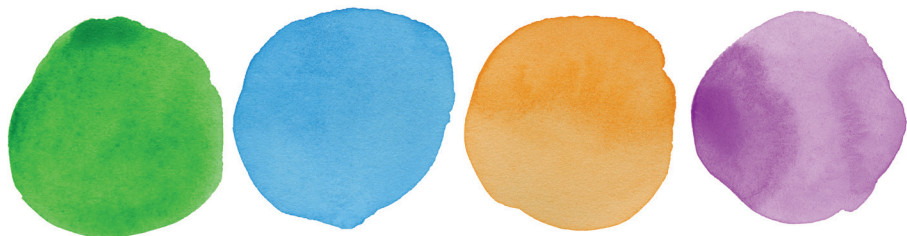


JANINE GARNER

FROM
ME TO
WE



Why **commercial collaboration** will future-proof
business, leaders and personal success

WILEY

The Australian Defence Force are...not only required to do, think and act in a collaborative manner, but are well aware of the benefits of collaboration and of moving from a Me space to a We space. Collaborative thinking is...inherently rooted at an organisational level.

— **Lieutenant-General David Morrison**, *AO, Chief of Army*

If you have been programmed or conditioned by society to believe that success means achieving on your own, you need to realise that no one achieves wealth, happiness, success, long-lasting love or anything else without the guidance and support of others. Innovation starts with collaboration. I can confidently say that I would not be where I am today without consciously working with people who share in my vision and desired outcomes. You are as successful as the people you are surrounded by and Janine has dedicated her whole working life collaborating with and bringing together like-minded people to ensure continued and sustainable success.

— **Layne Beachley**, *seven-time world champion surfer, speaker and author*

Janine gets the challenge, the challenge of getting smart people working together. In *From Me to We* she offers a plan for creating competitive advantage by collaboration.

— **Matt Church**, *author and founder of Thought Leaders Global*

Collaboration is far from a soft skill. It is a bottom-line asset that lifts your team's collective intelligence, increases engagement and drives innovation, providing points of view of risk and opportunities you might otherwise miss.

— **Dan Gregory**, *author and CEO at The Impossible Institute*

Great leaders know that we can do more together than we ever can alone. In today's accelerated and competitive world, building strong relationships that are not only mutually rewarding, but commercially smart, is the new imperative. Garner's book will help you do just that.

— **Margie Warrell**, *best-selling author of Stop Playing Safe and Find Your Courage*

What I know is this. When people come together, and they find that place where their ideas and their passions and their values meet—that's where the magic happens. We need to be encouraging more individuals and companies to truly collaborate and land in that place where everybody wins.

— **Emma Isaacs**, *CEO, Business Chicks*

Commercial collaboration is not a 'nice to do' but the key imperative of our times, and holds the only means to solving complex global problems as well as daily business challenges. Commercial collaboration is the smartest way for us to future-proof our world together.

— **Yamini Naidu**, *global thought leader in business storytelling*

In a decentralised, digital and collaborative economy and environment, we will see an increase in commercial collaboration as people try to maintain lean operations while providing more business solutions. Collaboration also has the benefit of scaling up talent and value propositions.

— **Renata Cooper**, *CEO, Forming Circles*

You know you are really collaborating when the question evolves from 'I have this to offer so how big is my slice?' to 'We have all the ingredients, so how big do we want this pie to be?' It takes not only self belief, but also courage and unconditional trust in the talent around you to truly experience fearless and generous collaboration.

— **Paul Walton**, *producer and head of production, Princess Pictures*

Collaboration is about opening up to new possibilities in life by listening, learning and growing; by sharing with inspiring people who lift you higher, and help change your perspectives through sharing knowledge without compromising core beliefs.

— **Louise Agnew**, *principal, LYFE Planning Pty Ltd*

Collaboration is the result of understanding that while knowledge is power, sharing knowledge is empowering.

— **Fiona Craig**, *CEO and founder, Fiona Craig Consulting*

The fusion of talents, skills, knowledge and experience expand the opportunity set of all parties involved in the venture. Whether they are individuals, companies, governments, charities, schools or clubs, the partners to a well-structured and precisely purposed commercial collaboration are likely to derive a range of financial and learning benefits as the miracle of mutuality works its magic.

— **Stuart Findlay**, *executive coach*

We really IS better than me. To be reminded that whatever the circumstances you find yourself in, this outward, others-focused frame will provide clarity and direction for you to create a future you want to be part of with people you love to work with.

— **Rohan Dredge**, *CEO, New Level Leaders*

Collaboration means sharing the gift of yourself to inspire and lift others to a better place.

— **Zahrina Robertson**, *photographer*

For true collaboration you must be open to giving as much as receiving; that is when the real magic happens. Realising the power of true collaboration has put my business on another level.

— **Alicia Beachley**, *CEO, April 5*

Collaboration with people you like, doing the work you like,
the way you like is both fulfilling and powerful leverage to
commercial success.

— **Christina Guidotti**, *speaker and author of*
How To Have It All

To me, three main things make up collaboration: openness to
share (ideas, experience, points of view), leveraging strengths
and a commitment to create value from all parties. Collaboration
sparks creativity and possibility beyond belief and when done
well, produces outcomes and greatness that alone you'd never
think was possible.

— **Blythe Rowe**, *founder, Human Incite*

When you are working within a Me environment, ultimately you
are working under the belief that you are the only person with
any real ideas of worth. True success comes in the understanding
that team ideas drive a business to its peak — when 'We' achieve
the dream.

— **Kate Stone**, *CEO, typecast*

Collaboration is when you've genuinely got someone's back and
they've got yours.

— **Michelle Sutherland**, *employee engagement manager,*
Hewlett Packard

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About the author



Janine Garner is passionate about commercial collaboration, driving courageous conversations, influential leadership and, above all, future-proofing business.

She is the founder and CEO of the LBDGroup, a community of successful and results-oriented businesswomen and entrepreneurs working collaboratively to drive continued change and success.

Janine is also the founder of Australia's first gift-giving circle, First Seeds Fund, which is committed to supporting Australian women and children in education and employment.

She has won an International Stevie Award, has been voted one of the Top 10 DARE Devil Women of 2013 by *DARE* magazine, is listed in 2013 as one of Australia's 'Most Inspiring Women' by *Madison* magazine and has been nominated for the Telstra Businesswomen Awards.

Janine is a sought-after keynote speaker, mentor and business adviser. She writes every week for her own blog and is a regular commentator in business print and online media.

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This book is a working example of the power of commercial collaboration and the improved thinking that emerges when collective intelligence is engaged: mentors, business colleagues, other experts, friends and family have all been a diverse and amazing group of people that inspire me, mentor me, support my dream, provide incredible friendship and, critically, keep me sane. This journey, my first foray into writing, will forever be a journey I cherish — I have learned so much about myself and, most importantly, how you can achieve so much more than you ever thought you were capable of if your why is strong enough.

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To my fellow game changers, the contributors in this book and to all the members of the LBDGroup, thank you for your encouragement, support and belief in the journey. For contributing and collaborating and becoming part of a community that is creating ripples of change. Each of you are shaping the future of business, of generations, of leadership, and proving that together we can become so much more.

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And finally thank you to you the reader for taking the time to read this book and exploring a more collaborative way of working — a way that embraces diversity, values differences and sees the opportunity and increased sum of collective intelligence.

Introduction



Coming together is a beginning; keeping together is progress; working together is success.

—Henry Ford, *businessman*

What does collaboration mean to you?

Are you aware that commercial collaboration is the key to endless opportunities to future-proof your business, your career and your own success?

Great potential can be created when you move from being solely focused on Me—*my* skills, *my* job, *my* business, *my* leadership challenges—to working freely in a world of We, where there is active collaboration and sharing of knowledge, insight and intellect. Where you openly talk about failures, and equally share knowledge; where honesty, integrity and a belief in opportunity and possibility can create the freedom to invent, to innovate and to disrupt the status quo and, ultimately, to future-proof yourself.

Sounds easy, doesn't it? Well, if this is the case, why aren't more people doing it? Why hasn't commercial collaboration become the business norm? Why do we continue to feel that that the only way to deliver results, profits and performance is to do it ourselves? We continue to find it challenging to actively open doors for someone else to achieve success and to expect nothing in return. The automatic operating system for many is one of 'I must protect myself', 'I must not share my thoughts or ideas', 'the competition is out to get me' and, finally—'I know best'.

This is not the mindset for commercial collaboration. To collaborate commercially is *not* about:

- the close-minded, protective, ‘take, take, take’ of ideas and intellectual property from others
- the business card swap-fest associated with traditional networking events
- survival of the self (or even of the fittest).

My corporate journey is not uncommon—I worked like a maniac to get to where I thought I wanted to be, where I thought I *should* be: at the top of a highly coveted corporate sector. I do not discount the journey, or the thrill of making it to the pinnacle. What I found when I got there, however, was that although the spirit for commercial collaboration may have been present ... as the old saying goes, the corporate flesh was weak. There were times when I felt we had some brilliant flashes of team thought and engagement, but unfortunately they weren’t sustained.

So, three years ago I came to a realisation. If I wanted to surround myself with the kind of thought leadership, diversity, knowledge and idea sharing that I knew was needed in commercial life, I had to strike out on my own. This was how the LBDGroup was born. There was a niche for a community of like-minded, results-oriented businesswomen who wanted to interact commercially at a level that wasn’t currently available—either within their own corporations, or with other entrepreneurs in their own sectors.

LBDGroup is unique. This is not only my opinion. The cross-pollination of ideas, IP, talent, leadership, thought and values is honestly something that I cannot put into words. The interaction and exchange of cutting-edge innovation, both in terms of the intangible and the tangible, is something that the businesspeople involved are actively embracing as they connect, collaborate and contribute to drive innovative thinking, new solutions and strategies to secure their careers and business futures.

The level of commercial collaboration that has resulted from this community has proven very clearly the essential points of this book: when one turns from the solitary space of Me, as satisfying as it may feel at the time, to the collaborative space of We, the benefits it brings are overwhelmingly positive and lead to that amazing lightness that only comes with future-proofing one's career and success path.

The heartbeat of commercial collaboration is understanding and appreciating the change that is needed to future-proof businesses, careers and leaders. It is a new operating system that requires an equally new set of skills. It needs courage and a willingness to be authentic. It requires us to disrupt current norms, to proactively collaborate to drive change — and it will not occur in a vacuum.

Commercial collaboration is putting into practice Aristotle's philosophy that 'the whole is greater than the sum of the parts.' When in balance, working together serves a greater purpose. Ultimately it will drive you, your business and your potential to heights that you never imagined possible — and probably would not achieve if you continued to go it alone.

Imagine a different world. One where:

- we are inspired and encouraged to openly share thoughts, opinions and knowledge
- working environments respect the needs of the 'whole' employee
- individuals can thrive on the freedom to create, to explore, to be curious about new possibilities
- workers can add value and contribute to the big-picture goals
- leaders are authentic and honest
- we are constantly learning and evolving as a result of embracing diversity of position, thought, gender and age
- we embrace uniqueness

- we respect each other's visions and dreams
- we create actions that drive continued success for each other
- we create space for people to share their amazingness
- we have the courage to lead, to share and equally to ask for help
- we appreciate the human in people as much as the financial return and the big-picture vision
- there is no political game-playing, no saying one thing and doing another, no abuse of power that protects position, self, ego
- collaboration is valued strategically and aligned positively to continued growth, evolution, creative thinking and future-proofing for all.

So what to do? The answer is simple.

Collaborate.

Talk.

Engage.

And, most importantly, find a way to stop being all about 'me, me, me' and looking inward for answers that simply aren't there. Find a way to turn with confidence and openness from Me to We, to working collaboratively.

The barriers between genders, between generations, between cultures, between the inventors and the investors, between the change-makers, the visionaries and those that make it happen — these all have to be broken down. This is all a part of the evolution of Me to We. This is all a part of collaborative business.

To collaborate is to lead. To lead with inspiration, and gusto, and innovation and heart.

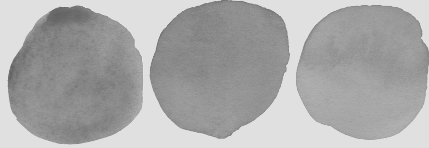
This book is essentially about *why* a new operating system is needed, and *how* to move from Me to We and collaborate commercially. It will break down the nine essential steps to enable you to answer ‘What do we need to do?’ and then examine and explain the seven ReConnect Principles leaders and businesses will need to adopt to collaboratively reconnect and do what they do best: survive, thrive and future-proof their success. The ReConnect Principles are:

- 1 Be brave
- 2 Build a diverse network
- 3 Full disclosure
- 4 Disrupt
- 5 Exchange value
- 6 Think bigger
- 7 Sponsor others.

We need to develop and disseminate an entirely new paradigm and practice of collaboration that supersedes the traditional silos that have divided governments, philanthropists and private enterprises for decades and replace it with networks of partnerships working together to create a globally prosperous society.

— Simon Mainwaring, CEO, We First Inc.

Part I



When I was young and free and my imagination had no limits, I dreamed of changing the world. As I grew older and wiser I discovered the world would not change so I shortened my sights and decided to change only my country. But it too seemed immovable. As I grew into my twilight years, in one last desperate attempt, I settled for changing my family — those closest to me — but alas they would have none of it. And now as I lie on my deathbed I suddenly realise if I had only changed myself first then by example I would have changed my family. From their inspiration and encouragement I would have been able to better my country and who knows I may have even changed the world.

— *Words found written on the tomb of an Anglican Bishop
in Westminster Abbey*

