

# The 10 Natural Laws of High-Performance Collaboration

*A quick-reference guide for leaders seeking to accelerate the creation of value through collaborative work*

## Opening Principle

- High-performance collaboration is people working together to accelerate the creation of value.
- To do that well, we must distinguish between value and waste in our interactions.

## 1. Law of Teamwork

*The source of teamwork is a common future*

- Strong teams are built on shared purpose, values, and goals.
- Purpose emerges from the intersection of different people's priorities and concerns.
- *Watch for:* Top-down mandates that miss the opportunity for real buy-in.

## 2. Law of Listening

*The test for listening is learning*

- Real listening invites contribution and builds trust.
- Leaders who learn from others unlock safety and engagement.
- *Watch for:* Listening just to defend or blame.

## 3. Law of Connection

*The conversations are the work*

- The quality of your conversations determines the strength of your relationships and the results you can produce.
- Good conversation requires timing, presence, and power awareness.
- *Watch for:* Manipulation or dominance masked as leadership.

## 4. Law of Authenticity

*Pivot to purpose in the face of fear*

- Emotional agility matters more than emotional perfection.
- Leadership is about how quickly you reconnect to what matters.

- *Watch for:* Justifying reactivity instead of learning from it.

## 5. Law of Presence

*All improvement begins with what is present*

- Presence is full attention—mental, emotional, and physical.
- It honors others, invites candor, and strengthens trust.
- *Watch for:* Hurry, distraction, and disconnection.

## 6. Law of Inclusion

*Differences + Trust = Brilliance*

- Inclusion means discovering and honoring what makes each person distinct.
- People contribute best when they feel they belong.
- *Watch for:* Subtle biases or exclusion that create waste.

## 7. Law of Resistance

*Where you feel resistance, do research*

- Resistance signals something important—yours or someone else's.
- Great leaders ask: What am I missing? What's underneath this reaction?
- *Watch for:* Sticking with your first story or assumption.

## 8. Law of Learning

*Learning doesn't come from experience—it comes from reflecting on experience*

- Leadership is learning in motion.
- Make reflection a habit, not a luxury.
- *Watch for:* Skipping the pause to "move fast"—and repeating old mistakes.

## 9. Law of Accountability

*Accountability is built through contribution—not just consequences*

- People own what they help create.
- Good systems make the right thing easy and the wrong thing hard.
- *Watch for:* Relying only on goals and punishment instead of support and clarity.

## 10. Law of Appreciation

*Appreciation is the soul of high performance*

- To appreciate is to raise the value of something.
- It fuels resilience, learning, and meaning.
- *Watch for:* Using blame and criticism as your primary improvement tools.