



LEADERSHIP COMPETENCY: BUILDS COLLABORATION

“No one can whistle a symphony. It takes a whole orchestra to play it.”

H.E. Luccock

Defining Characteristics

- An eager listener. Open to and encourages all viewpoints. Seeks input of all kinds and from all places to help shape thinking.
- Demonstrates passion, intensity and commitment that are compelling and pulls others toward their cause.
- Shares knowledge, power and credit. Acknowledges the achievement of others and emphasizes the success of the group over the success of specific individuals.
- Encourages team members to seek out new solutions, to consider alternatives to the norm, and to embrace the potential of change.
- Possesses sufficient substantive expertise to help identify individuals who will form the collaborative team.
- Ensures that the team is balanced in membership to ensure diverse points of view.
- Organizes team work activities and discussions, manages meeting agendas and establishes work processes
- Persuades colleagues outside the work team to cooperate and coordinate when there are mutual interests.

Development Activities

1. Attend social functions or make an informal lunch date with key people with whom your organization needs to build strong relationships, to build rapport and strengthen relationships.
2. Before making a decision that will affect other groups or departments in the

organization, identify all possible stakeholders and develop a plan to get their input, gain their perspectives, and solicit their ideas on possible solutions.

3. When facilitating a problem-solving meeting with different departments or stakeholders, begin the meeting with asking participants to share their perceptions of the problem from their own unique vantage point. Ensure there are no interruptions, debate or discussion while individuals share their perceptions. Validate each person's viewpoint as being true for him or her, even if others experience it differently.
4. Strengthen your meeting facilitation skills, paying special attention to helping participants be clear about shared goals, creating a climate for a meaningful exchange of information, and ensuring full participation from all team members. Draw out less vocal members, balance the contributions of more vocal members, and follow up immediately with members absences from meetings.
5. Keep all stakeholders in the loop on progress, actions and decisions. Model being a truly a collaborative player.

Recommended Reading

Chrislip, D. The Collaborative Leadership Fieldbook. San Francisco, CA: Jossey-Bass. 2002.

Covey, S.R. The 7 Habits of Highly Effective People. New York, NY: Free Press. 1989.

Cohen, A.C. and D.L. Bradford. Influence Without Authority. New York: John Wiley & Sons, 1991.

Davis, Jocelyn R., Frechette, Henry M. Boswell, Edwin H., Strategic Speed: Mobilize People, Accelerate Execution, HBS Press, June 2010

Dent, Stephen, M., and Naiman, Andrea, The Partnering Intelligence Fieldbook: Tools and Techniques for Building Strong Alliances for Your Business, Davies-Black, Palo Alto, CA, 2006.

Hansen, Morten T. Collaboration: How Leaders Avoid the Traps, Create Unity and Reap Big Results, HBS Press, 2009

Kouzes, J. and Posner, B. (2003). "Leadership Practices Inventory." San Francisco, CA: Jossey-Bass.

Krackhardt, David and Jeffrey R. Hanson. "Informal Networks: The Company Behind the Chart." Harvard Business Review, July-August 1993, Vol. 17 & No. 4.

Karuso, Heather M., Rogers, Todd; Bazerman, Max H. "Boundaries Need Not Be Barriers:

Leading Collaboration Among Groups in Decentralized Organizations.” Harvard Business Review, August 10, 2009.

Katzenbach, Jon R. and Douglas K. Smith. “The Discipline of Teams.” Harvard Business Review, March-April 1993, Vol. 71 & No. 2.

Reina, Dennis S. & Michelle L., Trust & Betrayal in the Workplace: Building Effective Relationships in Your Organization, 1999.

Spencer, L., Winning Through Participation: Meeting the Challenge of Corporate Change with the Technology of Participation. Kendall Hunt, 1989.

Stanfield, R. Brian, The Art of Focused Conversation: 100 Ways To Access Group Wisdom In The Workplace.

Weisbord, M.R., Discovering Common Ground: How Future Search Conferences Bring People Together to Achieve Breakthrough Innovation, Empowerment, Shared Vision, and Collaborative Action. San Francisco: Berrett-Koehler Publishers, 1992.

Yankelovich, Daniel. The Magic of Dialogue: Transforming Conflict into Cooperation. Simon & Schuster, New York 1999

Other Resources

- [CoVision](#) conducts large-scale interactive meetings that build consensus among large numbers of participants, including leaderships teams, strategic planning meetings and participants in multi-site meetings.
- [“Building a Collaborative Team” webinar](#), Center for Creative Leadership
- [Live Meeting](#) - Microsoft product to host collaborative meetings.
- [GoToMeeting](#) – product to collaborate in small groups meetings.