



## COLLABORATES WITH OTHERS

### Growing Leaders Starter Toolkit

**DEFINITION** – Develops partnerships of mutual trust with staff, leaders, and/or campus ministers in other parts of the organization; works effectively and harmoniously to meet shared objectives.

\*Overfunctioning – two thirds of weakness is the overuse or misuse of strength. Overfunctioning occurs when one’s talent, skill, or knowledge causes problems for you or others.

[ = ] SKILLED	[ - ] UNSKILLED	[ + ] OVERFUNCTIONING*
<ul style="list-style-type: none"> <li>• Clarifies expectations: responsibilities, communication, time and financial.</li> <li>• Recognizes the skills/abilities of others on the team and self-regulates own use of strengths.</li> <li>• Demonstrates awareness of power differentials and dynamics in a group and navigates those dynamics effectively.</li> <li>• Leverages conflict/tension for constructive purposes. Including owning up to own mistakes.</li> <li>• Knows when to ask for help and asks appropriately.</li> <li>• Approaches differences with a posture of openness, curiosity, and trust.</li> </ul>	<ul style="list-style-type: none"> <li>• Comes into meetings/projects with an unspoken agenda.</li> <li>• Does not adequately communicate updates and changes with others.</li> <li>• Breaks trust by inappropriately sharing things outside the group.</li> <li>• Does not acknowledge or value the skills/abilities of others on the team.</li> <li>• Is ignorant of power dynamics.</li> <li>• Withdraws or steamrolls others in times of conflict/tension.</li> <li>• Does not take ownership of own needs (assumes others can guess correctly).</li> <li>• Approaches differences with a posture of close-mindedness, suspicion, and distrust.</li> </ul>	<ul style="list-style-type: none"> <li>• Spends so much time and energy on group process, that the group loses focus on the objectives</li> <li>• Sets unrealistic or unhelpful boundaries.</li> <li>• Does other peoples’ responsibilities for them instead of establishing accountability.</li> <li>• Over-assumes (even stereotypes) dynamics related to differences.</li> <li>• Triangulates with others in times of conflict/tension instead of mediating.</li> </ul>

## EXAMPLES IN INTERVARSITY

- Working cross-departmentally on special projects or the strategic plan
- Area and campus team (e.g., working on fall conference or retreat)
- Regional leadership team (e.g., regional working groups)
- Conference/event planning teams
- National cohorts
- Worship team
- Many program teams
- Some production teams
- International Fellowship of Evangelical Students partnerships

## SUGGESTED RESOURCES

### Primary

- Kouzes, James and Barry Posner. "Foster Collaboration." Chap. 9 in *Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. Hoboken, NJ: John Wiley & Sons, 2017.
- Cross, Rob, Scott Taylor and Deb Zehner. "How to Collaborate Without Burning Out." *Harvard Business Review*. July-August 2018 issue accessed February 28, 2020.
- Kwan, Lisa B. "The Collaboration Blind Spot," *Harvard Business Review*. March-April 2019 Issue. Accessed February 28, 2020. <https://hbr.org/2019/03/the-collaboration-blind-spot>.

### Secondary

- Bradberry, Travis and Jean Greaves. "Social Awareness Strategies." Chap. 7 in *Emotional Intelligence 2.0*. San Diego, CA: TalentSmart, 2009.
- Bradberry, Travis and Jean Greaves. "Relationship Management Strategies." Chap. 8 in *Emotional Intelligence 2.0*. San Diego, CA: TalentSmart, 2009.
- Covey, Stephen R. "Habit 6: Synergize." Chap. 6 in *The 7 Habits of Highly Effective People*. Salt Lake City, UT: Franklin Covey, 2015.
- Cross, Rob, Scott Taylor and Deb Zehner. "How to Collaborate Without Burning Out." *Harvard Business Review*. July-August 2018 issue accessed February 28, 2020. <https://hbr.org/2018/07/collaboration-without-burnout>
- George, Bill. "Empowerment." Chap. 11 in *Discover Your True North*. Hoboken, NJ: John Wiley & Sons, 2015.
- Heifetz, Ronald and Marty Linsky. "Think Politically." Chap. 4 in *Leadership on the Line: Staying Alive Though the Dangers of Leading*. Boston, MA: Harvard Business Review Press, 2002.
- Heifetz, Ronald and Linsky, Marty. "Orchestrate the Conflict." Chap. 5 in *Leadership on the Line: Staying Alive Though the Dangers of Leading*. Boston, MA: Harvard Business Review Press, 2002.
- Heifetz, Ronald and Marty Linsky. "Give the Work Back." Chap. 6 in *Leadership on the Line: Staying Alive Though the Dangers of Leading*. Boston, MA: Harvard Business Review Press, 2002.
- Heifetz, Ronald and Marty Linsky. "Hold Steady." Chap. 7 in *Leadership on the Line: Staying Alive Though the Dangers of Leading*. Boston, MA: Harvard Business Review Press, 2002.
- Hill, Linda, "How to manage for collective creativity," filmed September 2014 at TEDxCambridge, video, 17:09. [https://www.ted.com/talks/linda\\_hill\\_how\\_to\\_manage\\_for\\_collective\\_creativity?referrer=playlist-the\\_power\\_of\\_collaboration](https://www.ted.com/talks/linda_hill_how_to_manage_for_collective_creativity?referrer=playlist-the_power_of_collaboration)

This toolkit can be used to help staff frame development goals and plans to strengthen their use of this competency. It is not intended to be used for reviewing performance.

- Kouzes, James and Barry Posner. "Strengthen Others." Chap. 10 in *Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. Hoboken, NJ: John Wiley & Sons, 2017.
- Leach, Tara Beth. "Emboldened Co-Laborers." Chap. 9 in *Emboldened: A Vision for Empowering Women in Ministry*. Downers Grove, IL: InterVarsity Press, 2017.
- Lencioni, Patrick. "Five Dysfunctions of a Team." Filmed at 2003 Willowcreek Leadership Summit. Video, 57:42. <https://vimeo.com/214103043>.
- Watkins, Michael. "Build Your Team." Chap. 7 in *The First 90 Days: Proven Strategies for Getting up to Speed Faster and Smarter*. Boston, MA: Harvard Business School Press, 2013.

#### SUGGESTIONS FOR DEVELOPMENT

- Take CliftonStrengths Assessment and asking about the strengths of your collaborators.
- Ask for feedback from teammates and collaborators: "What was the impact of working with me?"
- Ask to join an additional team or a different team with the intention of practicing better collaboration.
- Seek out stretch assignments to practice collaborating cross-departmentally.

#### BENEFITS FOR THE 2030 CALLING

Internally within InterVarsity:

- Collaborating with other areas/regions to reach every campus.
- Collaborating with Focused Ministries to reach every corner.
- Collaborating up and down with leaders at every level to develop strategic plans.
- Collaborating across departments to integrate resources (e.g., Evangelism and Planting) to catalyze robust movements.

Externally outside of InterVarsity:

- Empowering volunteers.
- Partnering with churches and other para-church organizations.