

Chapter 9 Summary

Foster Collaboration

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In this weeks reading of chapter 9 from *The Leadership Challenge*, we learned about fostering collaborations. According to the authors Kouzes and Posner, “Collaboration is a critical competency for achieving and sustaining high performance.” There are 2 essential elements needed to foster collaboration, trust and relationship. No leader ever got anything extraordinary done without the talent and support of others. Leaders need the help others and they need the help of leaders.

Kouzes and Posner state, “Trust is the central issue in human relationships. Without trust, you can’t lead.” Trust is, of course, a two-way street. A leader must be able to trust the people who work for them and the organization. But the journey toward establishing that trust must always begin with the leader, or they will fail to become a leader. The authors write, “The concern for others is one of the clearest and most unambiguous signals of your trust worthiness.” To show concern a leader should actively listen, get to know their employees, be approachable, express sentiment, don’t excessively judge others, be mindful of those around them, and hold themselves accountable.

According to Kouzes and Posner, “people are more likely to cooperate if the payoffs for working together are greater than those associated with working by themselves. Collaborative management relationships lead to increased organizational effectiveness and efficiencies. Collaborative leadership is not a specific set of activities, it is about interacting, building relationships and playing whatever role is necessary to bring about real change and lasting impact in the people they want to influence to foster success.