

COLLABORATIVE LEADERSHIP



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Objectives:

1. To practice a collaborative style of leadership.
2. To motivate and empower others towards teamwork.
3. To realize productivity and joy in the workplace.
4. To exhibit servant leadership.

Collaborative leadership:

A management practice that brings managers, executives, and staff out of silos to work together. It contrasts with traditional top-down leadership where a small group of executives controls the flow of information and decisioning.

Traditional leadership concepts of people management and resource control can be impediments to collaborative leadership.

Collaborative leadership achieves success through engaging people and resources rather than seeking to control them.

The cost of collaborative leadership:

Truly collaborative leadership has a cost, since a leader must relinquish power to those with whom they are collaborating. Authoritarian leadership seeks greater and greater power and influence, collaborative leadership empowers others to use and develop their gifts and abilities.

Collaborative leadership:

1. Energizes teams.
2. Releases creativity.
3. Creates a productive and satisfying work culture.
4. Engages horizontal relationships and de-escalates vertical relationships.
5. Reduces perceived distance between leader and those lead.

Collaboration:

Team mindfulness, not celebrity mentality

Information age—possible for leaders to exist at every level of organization

Create team consciousness:

- Every position necessary

- Every position a specialized function

- Everyone knows the rules and procedures

- Everyone communicates

- Everyone performs best with mutual support and cooperation

Principles of empowerment:

1. Comprehensive job descriptions—in writing
2. Thorough job orientation process
3. Mentoring
4. Individualized growth plan
5. Expand freedom to make decisions
6. Hold people accountable (performance reviews, learning from mistakes)
7. Commitment to excellence

Demonstrating collaboration:

- Empowering others and affirming their skill sets.
- Sharing information that is timely and accurate.
- Valuing the skills, motivation and creativity of others.
- Maintaining an enjoyable workplace atmosphere.
- Encouraging teamwork: everyone is needed, adds value, and helps to accomplish mission.
- Working with others in the global Church organization—pulling together, not apart.

Bible examples of mentoring:

- ▶ Moses and Joshua
- ▶ Eli and Samuel
- ▶ Elijah and Elisha
- ▶ Jesus and the disciples
- ▶ Barnabas and Saul
- ▶ Paul and Silas/Timothy/Titus
- ▶ Barnabas and John Mark

Collaborative leadership characteristics:

1. Willingness to take risks.
2. Ability and readiness to listen.
3. Enthusiasm about purpose.
4. Optimistic about the future.
5. Ready to share knowledge, power, and credit.
6. Good interpersonal skills.

“I want you to think about how all this makes you more significant, not less. A body isn't just a single part blown up into something huge. It's all the different-but-similar parts arranged and functioning together... But I also want you to think about how this keeps your significance from getting blown up into self-importance. For no matter how significant you are it is only because of what you are a part of. An enormous eye or a gigantic hand wouldn't be a body, but a monster.”

—Eugene Peterson, *The Message*, excerpts from 1 Corinthians 12

“Let nothing be done through selfish ambition or
conceit...let each esteem others...”

—Philippians 2:3 (NKJV)

The best thing a collaborative leader can do is to lead by example. He/she must exhibit the right behaviors, show a willingness to take risks, question their own ideas, and give credit to others.



The challenge in leadership is to create a partnership that is:

- ▶ Complementary
- ▶ Productive
- ▶ Effective
- ▶ Satisfying

TEAM = **T**ogether
Everyone
Achieves
More

“Let not one man feel that his gift alone is sufficient for the work of God; that he alone can carry through a series of meetings, and give perfection to the work. His methods may be good, and yet varied gifts are essential; one man's mind is not to mold and fashion the work according to his special ideas...

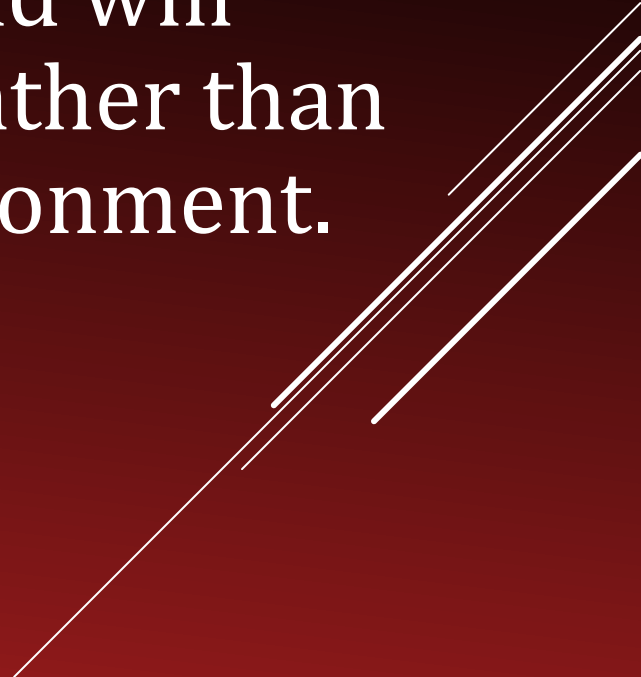
Cooperation and unity are essential to a harmonious whole, each laborer doing his God-given work, filling his appropriate position, and supplying the deficiency of another. One worker left to labor alone is in danger of thinking that his talent is sufficient to make a complete whole.”

—Ellen G White, *Evangelism*, p. 104.

Collaboration in addressing change:

1. Change is inviting when done by us, it is threatening when done to us.
2. Enforced change is often perceived as loss.
3. Drastic change can be successful when done in collaborative atmosphere.
4. Change takes more time than expected.
5. Change can be hard on workplace morale.

The processes for handling change—negotiation, give-and-take, teach and learn, experiment and revise; will all have their rightful place and will yield their best fruits in a collaborative rather than an authoritarian or confrontational environment.



For discussion:

1. What changes have occurred in your workplace?
2. What challenges/successes have you experienced in dealing with change in the workplace?
3. What situations in leadership life call for the most collaboration?
4. What have you learned about collaboration?

