THE RED HAT MULTIPLIER



REFERENCE SHEET

Collaboration

WHAT IS COLLABORATION?

Engaging multiple sources to generate the optimal solution. One of five Red Hat® Multiplier behaviors.

Proficiency levels

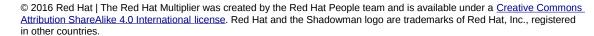
As proficiency increases, collaboration looks like...

FOUNDATIONAL	EXPERIENCED	ADVANCED	EXPERT	
Appreciates and incorporates others' ideas and contributions	Coaches department or team on ways to deal with ambiguity	Encourages cross- functional collaboration to solve problems	Champions the collaborative process, and "takes the heat" (defends the practice) when the need to collaborate is challenged	
Is comfortable with ambiguity	Has faith in the collaborative process;	Allows ambiguity to foster creativity and clears the		
Understands the value in "going slow to go fast," meaning that finding solutions to problems – especially in a collaborative environment – takes time but ultimately results in innovation, creativity, and engagement Is fearless about sharing ideas and asking for contributions to bring ideas to life	understands that decisions may take longer when requiring input from multiple sources, but in the end the ideas are stronger and can be executed more quickly and effectively Creates a safe environment of healthy tension between creativity and execution	path for collaborative innovation Recognizes that a chaotic, unstructured, non-linear, and unplanned environment may allow innovation to prosper	Inspires others to raise or revive ideas, shape them collaboratively, and bring them to life	

Guardrails

When practicing collaboration, pay attention to signals of...

UNDERUSE	OVERUSE	
Too little collaboration looks like:	Too much collaboration looks like:	
 Excludes relevant stakeholders from important conversations and decisions Attempts to discourage others from offering their input through intimidation or other controlling behavior 	Displays excessive concern for consensus, creating paralysis in situations that require action	





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Ways to develop proficiency

- Recognize that there are several ways to achieve a goal; stay open-minded and don't cling too tightly to your preferred strategy
- Accept that there is complexity and ambiguity associated with every worthwhile program or project; discuss this with your team to help work through points of frustration and uncertainty
- Remain open to change at every phase of your projects; realize that some of the best ideas come forward only after projects begin to take shape
- Defend the value of collaboration when others resist it; emphasize the benefits of engagement, creativity, and innovation

"Collaboration is a big part of our culture. We're in the business of collaborating with communities, customers, and partners to solve complex technology challenges." - The Open Organization

WHAT IS THE RED HAT MULTIPLIER?

The Red Hat Multiplier is a set of five behaviors that define leadership in open organizations. While some people are more naturally inclined to behave in this way than others, each of the five is a skill that anyone can build and develop:

CONNECTION	TRUST	TRANSPARENCY	COLLABORATION	MERITOCRACY
community where associates feel	Demonstrating a general belief in others' ability to make a contribution.	Openly sharing information that contributes to the work of others.	Engaging multiple sources to generate the optimal solution.	Rewarding the best ideas, no matter where they come from.

Learn more

Get the Red Hat Multiplier overview and reference sheets about the other four behaviors

