Collaborate

WHAT IS COLLABORATE?

Invite cooperation and productive dialogue to create better solutions. One of five Red Hat® Multiplier behaviors.

What this means: Red Hat's roots are built on open source: a collaborative, collective way to create and constantly improve software. In an open organization, every associate is expected to collaborate by inviting feedback, listening, and using our collective ideas to build toward a common vision. While collaboration doesn't guarantee that each individual's ideas will be incorporated, it does mean that each individual's ideas will be heard -- and ensures a better outcome. Using a collaborative approach means that finding solutions can take time, but ultimately results in a better solution and greater support for the final outcome.

Proficiency levels

At any level, collaborate with others by sharing your ideas with fellow Red Hatters, while also recognizing and incorporating feedback that you receive from others. At more senior levels in the organization, try to broaden your impact by actively encouraging and championing cross-functional collaboration to solve problems -- and helping to facilitate collaboration by making those connections.

KNOWLEDGEABLE	EXPERIENCED	ADVANCED	EXPERT
Uses the behaviors to enhance personal work effectiveness. Demonstrates an understanding of the concept. Practices consistently across similar situations.	**Uses the behaviors in a way that contributes to the effectiveness of the team.** Shares understanding with others. Practices across new or unfamiliar situations.	**Uses the behaviors in a way that contributes to the effectiveness of multiple teams or a department.** Models and teaches to others. Demonstrates depth and breadth of knowledge in applying concept.	**Uses the behaviors in a way that contributes to the effectiveness of the company.** Builds through programs, processes, and systems. Is recognized as an authority or thought leader in area of expertise.

Guardrails

When practicing collaboration, pay attention to signals of…

UNDERUSE	OVERUSE
May take action and make decisions without incorporating others' perspectives, involvement, or expertise; excludes relevant stakeholders from important conversations and decisions	May display excessive concern for consensus or create paralysis in situations that require action

Collaborate

Ways to develop proficiency

- **Participate in (or lead) cross-functional teams:** Make your voice heard across the organization by participating in project, cross-functional, or stakeholder feedback groups. This will allow you to both share your thoughts and gain perspective outside of your immediate subject matter expertise. If you are leading a project with wide-ranging impact, consider how to include the right cross-functional partners to gather a diverse set of feedback.

- **Internal communities:** Some of the most valuable resources for associates looking to meet others or expand their network are internal, peer-led communities like Toastmasters or a role-related group. These types of internal communities can help you gain perspective outside of your immediate team or subject matter expertise and interact in a meaningful way with individuals you might not otherwise have an opportunity to meet.

- **Expand your network:** Identify three individuals (who you don't already know well) each quarter to start an informal conversation. Ask what they do on a day-to-day basis and what potential intersections their work may have with yours. Use your manager for recommendations for connections based on your strengths and areas of interest.

- **Cross-functional colleagues:** Colleagues in other teams, groups, or functions are critical connections to ensure alignment to common goals across different projects or initiatives. Set aside regular time to connect and reconnect with key partners or stakeholders across functions to share what you are working on and discuss how you can further align efforts.

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 behaviors are skills that anyone can build and develop:

CONNECT	EXTEND TRUST	BE TRANSPARENT	COLLABORATE	PROMOTE INCLUSIVE MERITOCRACY
Contribute and connect others to Red Hat's communities and shared purpose.	Show confidence in the ability of others to contribute.	Openly share information and intentions.	Invite cooperation and productive dialogue to create better solutions.	Empower others to contribute ideas and value solutions based on their merit, regardless of source.

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