

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
<p>Appreciates and incorporates others' ideas and contributions</p> <p>Is comfortable with ambiguity</p> <p>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</p> <p>Is fearless about sharing ideas and asking for contributions to bring ideas to life</p>	<p>Coaches department or team on ways to deal with ambiguity</p> <p>Has faith in the collaborative process; 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</p> <p>Creates a safe environment of healthy tension between creativity and execution</p>	<p>Encourages cross-functional collaboration to solve problems</p> <p>Allows ambiguity to foster creativity and clears the path for collaborative innovation</p> <p>Recognizes that a chaotic, unstructured, non-linear, and unplanned environment may allow innovation to prosper</p>	<p>Champions the collaborative process, and "takes the heat" (defends the practice) when the need to collaborate is challenged</p> <p>Inspires others to raise or revive ideas, shape them collaboratively, and bring them to life</p>

Guardrails

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

UNDERUSE	OVERUSE
<p>Too little collaboration looks like:</p> <ul style="list-style-type: none"> Excludes relevant stakeholders from important conversations and decisions Attempts to discourage others from offering their input through intimidation or other controlling behavior 	<p>Too much collaboration looks like:</p> <ul style="list-style-type: none"> 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
Building a sense of community where associates feel strongly connected to Red Hat.	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