

principles of (collaborative) participatory leadership

inspire commitment and action

- Collaborative leaders (CLs) catalyze, convene, energize and facilitate visions and solve problems. They create new alliances, partnerships and forums.
- Collaborative leadership is action oriented — but the action involves convincing people that something can be done, not telling them what to do or doing the work for them.
- This type of toxic leadership is often met with cynicism and helplessness, even if it exists on a subconscious or unspoken level. Inspiring others to take action and convincing them that the action will make a difference is the work of a collaborative leader.
- Bringing people to the table, helping them work together constructively, and keeping them at the table is the primary goal.

lead as a peer problem solver

- CLs help groups create visions and solve problems. They do not do the work of the group for the group.
- Who is in charge is not as important as the confidence of the members in the credibility and effectiveness of the group process?
- Ownership of the process is shared.
- Energy is invested in the people — building those relationships and building trust through accountability between members.
- CLs resist shortcuts and protect the process to serve the group. They promote participation in the process in order to solve problems.

build broad based investment

- Part of the power of collaboration comes from including all the diverse stakeholders relevant to the project/mission.
- This is also the challenge of collaboration since working together with different values, cultures, generations, and economic situations requires discretion and understanding.
- CLs make a conscious effort to identify and bring together stakeholders who are necessary to define problems, create solutions, and get results.

sustain hope and participation

- Collaborative leadership is particularly effective when inevitable frustrations and difficulties occur.
- CLs help the group and members to set incremental and attainable goals and encourage celebration of achievement along the way.
- Collaborative leadership provides inspiration to sustain commitment to the group/organizational process when distractions or difficulties arise.

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