

## Team and Collaborative Working:

*Some Notes to Inform Ministry (and Training) Agreements, and support positive working relationships between Incumbents and SSMS*

**ALL teams should be engaging, nurturing, motivating and encouraging**

### Collaborative Leadership:

Is not about role confusion or endless consultation. Instead, it should be inspired by a vision of what could be. Additionally, it should have communication at its heart and be honest about failure. Collaborative working is also generous to other opinions, and clear minded enough to ensure decisions are made.

### Shallow Collaborative Working:

- Appears to consult, but is covertly autocratic
- Holds on to information
- Only listens at a surface level
- Is immune to criticism or praise
- Confuses leadership with management

### What Makes Leaders Truly Collaborative

- Effective
- Stable and consistent
- Clear goals, well communicated
- Gives leadership attention
- Passes on skills and wisdom
- Acknowledges mistakes and seeks feedback

### What is Superficial Collaboration?

It uses the right language and 'looks good' from the outside, but it lacks a focus upon actual behaviours.

### Superficial v Integrated Collaboration

<b><i>SUPERFICIAL</i></b>	<b><i>INTEGRATED</i></b>
<ul style="list-style-type: none"><li>• Talks the right language</li><li>• Hands out tasks</li><li>• Invites questions</li><li>• Directs the agenda</li><li>• Guards leadership</li><li>• Protects power</li></ul>	<ul style="list-style-type: none"><li>• Chooses appropriate behaviours</li><li>• Consults about method and outcomes</li><li>• Invites deeper thinking</li><li>• Shares the agenda</li><li>• Shares leadership</li><li>• Shapes successor</li></ul>

### When Collaborative Leadership Works:

- Clear goals that a community shares
- Inspired growth
- Communication frequent and clear
- Healing, addressing hurt
- Loyalty as repeated practice
- Shared learning and prayerfulness