



You can't do it all by yourself; you have to *enable others to act*. Enabling others to act is essential for getting extraordinary things done, no matter what the endeavor.

1. Foster Collaboration

Today's diverse, 24x7x365 world demands even more **collaboration** and **trust**, not less.

To get extraordinary things done you must foster collaboration and create conditions whereby people know they can count on one another, by building trust and strong relationships within your group.

Trust is the central issue in **human relationships** within and outside organizations.

- Leaders who don't trust others end up doing all the work themselves. Or they supervise the work so closely they become overly controlling. Either way, the result is that people don't trust them.
- The more trusted people feel, the better they innovate.
- Trust is the most significant predictor of people's satisfaction with their organization.
- Before asking for trust from others, you must demonstrate your trust in them.
- Trusting leaders nurture openness, involvement, personal satisfaction, and commitment to excellence. **And trust begets trust.**

When a leader doesn't open up to the possible suggestions of others, they are no longer leading others; they are controlling them—thus shutting themselves off from the possibilities of change.

Because they trust, exemplary leaders consider alternative viewpoints, make use of others' expertise and influence, and let others influence group decisions.

Demonstrate trust by **listening** and **learning** from others and **sharing** information and resources. Listening to what others have to say and appreciating their points of view demonstrates respect for them and their ideas. By consulting with others and getting them to share information, you make certain that people feel involved in making decisions that affect them.

One of the most significant ingredients of cooperation and collaboration is a sense of **interdependence**—a condition in which each member knows that he or she cannot succeed unless everyone else succeeds, or at least they can't all succeed unless they coordinate their efforts.

No one can do it alone. For a positive experience together, there must be cooperative goals and roles.

- A focus on a **collective purpose** binds people together into cooperative efforts.
- Each person's job should make a contribution—tasks must be designed so that each person contributes something unique to the outcome.
- Positive face-to-face interactions are critical for collaboration to occur.

Every significant relationship should be treated as if it will last a lifetime and will be important to your future success and the success of those around you. **Human networks make things happen**, and the best leaders are in the middle of them. Invest time and effort in building and nurturing a web of relationships.

2. Strengthen Others

Leaders instill confidence in their peers and help them recognize their own abilities. Exemplary leaders **strengthen others**.

Enable constituents to take **ownership** of and **responsibility** for the group's success by enhancing their competence and confidence in their abilities; listening to their ideas and acting on them; involving them in decisions; and acknowledging and giving credit for their contributions.

Creating a climate in which people are fully engaged and feel in control of their own lives is at the heart of strengthening others.

- People must have the latitude to make decisions based on what they believe should be done.
- They must work in an environment that both develops their abilities to perform a task or complete an assignment and builds a sense of **self-confidence**.
- They must hold themselves personally accountable for results as well as feel ownership for their achievements.

Accept the paradox of power: **You become most powerful when you give the power away.**

- Shared power results in higher performance and greater fulfillment for any group.
- Leaders who share power demonstrate profound trust in and respect for others' abilities, and those people become more committed to carrying out their responsibilities.
- Any leadership practice that increases another's sense of self-determination, self-confidence, and personal effectiveness makes that person more powerful and enhances the possibility of success.
- For higher levels of performance and greater initiative, find ways for others to exercise independent judgment and make decisions on their own.
- Give people more **choice** and **autonomy**.

Accountability is critical to collaborative effort. All members have to do their parts for a group to function effectively. Personal accountability increases when people know peers are counting on them. Choice, discretion, and accountability fuel people's sense of power and control over their lives.

Share information and resources, giving people access to as much information as possible so they can hone and develop their skills and competencies.

- Without the knowledge, skills, information, and resources to do a job well, without feeling competent to skillfully execute the choices that it requires, people feel overwhelmed and disabled.
- When people don't feel competent or confident, they are reluctant to exercise their knowledge. They don't know how to perform the critical tasks and fear being punished for making mistakes.
- Organize work to **build** up constituents' **skills** and **experience**.

Coaching, educating, enhancing self-determination, and otherwise sharing power with others demonstrates profound trust in and respect for others' abilities.

CONCLUSION

You can't do it alone is the mantra of exemplary leaders—and for good reason. You simply can't get ordinary things done by yourself. You have to enable others to act in concert with you to accomplish whatever your task or project or goals may be.