



Leading by Convening

Coalescing Around Issues

Lesson Learned #1

Create an invitation that goes beyond the basics of time, place and topic. Tell people why you want to do things differently. Ask them to join you.

To what extent do you see yourself doing this? [Highlight your response.]

Very Likely

Likely

Possibly

Unlikely

No Way

What positives could result from use of this strategy? [List below all possible positives that come to mind.]

What negatives could result from use of this strategy? [List below all possible negatives that come to mind.]

Is it worth it to try? [Highlight “No” or “Yes” and determine why you responded in that way.]

No

Yes

Why? Deciding factors.

Seeds of Trust

Lesson Learned #2

Not all the stakeholders will accept your invitation. What you do next matters a lot; you must keep reaching out. If you have identified someone or some group as a key stakeholder, they are no less important because they do not take your invitation. The work cannot stop, but neither can the outreach to this group and to others.

To what extent do you see yourself doing this? [Highlight your response.]

Very likely

Likely

Possibly

Unlikely

No Way

What positives could result from use of this strategy? [List below all possible positives that come to mind.]

What negatives could result from use of this strategy? [List below all possible negatives that come to mind.]

Is it worth it to try? [Highlight “No” or “Yes” and determine why you responded in that way.]

No

Yes

Why? Deciding factors.

Continued

Seeds of Trust

Lesson Learned #3

Some stakeholders may bring their old perceptions into the new collaboration. Be honest with yourself: You probably do this too! Think about how people have enabled you to trust when trust is at risk. Your tone and your ability to show authentic appreciation for the participation of others build trust. This does not mean any one person or group can always have their way; it does mean that each person and/or group is consistently treated with respect for their role and their views. Be alert and by your behavior set a different tone!

To what extent do you see yourself doing this? [Highlight your response.]

Very Likely

Likely

Possibly

Unlikely

No Way

What positives could result from use of this strategy? [List below all possible positives that come to mind.]

What negatives could result from use of this strategy? [List below all possible negatives that come to mind.]

Is it worth it to try? [Highlight “No” or “Yes” and determine why you responded in that way.]

No

Yes

Why? Deciding factors.

Continued

Seeds of Trust (continued)

Lesson Learned #4

We sometimes think about people who do not agree as resistors. We often fail to look at the role resistance does or does not play in achieving our goals. Organizational development author Rick Maurer says that, “resistance causes a fog that permeates the message about what you are trying accomplish.” When people say, “I don’t get it,” they honestly don’t! Making participation safer for important stakeholders is essential to the initial effort and to sustainability of the change you envision. Think about what is at risk for your stakeholders and actively work on addressing it as part of your overall strategy.

To what extent do you see yourself doing this? [Highlight your response.]

Very Likely

Likely

Possibly

Unlikely

No Way

What positives could result from use of this strategy? [List below all possible positives that come to mind.]

What negatives could result from use of this strategy? [List below all possible negatives that come to mind.]

Is it worth it to try? [Highlight “No” or “Yes” and determine why you responded in that way.]

No

Yes

Why? Deciding factors.

Continued

Seeds of Trust

(continued)

You Try It

From your experience, leading or participating, write a lesson you have learned about building trust.

To what extent do you see yourself doing this? [Highlight your response.]

Very Likely

Likely

Possibly

Unlikely

No Way

What positives could result from use of this strategy? [List below all possible positives that come to mind.]

What negatives could result from use of this strategy? [List below all possible negatives that come to mind.]

Is it worth it to try? [Highlight “No” or “Yes” and determine why you responded in that way.]

No

Yes

Why? Deciding factors.