



# The DHS Leader Development Program: Collaboration and Network Development

Leadership and Learning are Indispensable to One Another – John F. Kennedy

## Tip of the Month:

Seeking options for your Cornerstone *Continuous Development* 12-hour requirement? Check out these Skillsoft courses:

Understanding Organizational Power and Politics  
ID: [hr\\_08\\_a03\\_bs\\_enu](#)s

Organizational Structure and Employee Behavior  
ID: [hr\\_08\\_a04\\_bs\\_enu](#)s

## News to Know

[The DHS Coaching Collaborative](#) – check out the Coaching Talent Bank and invest in your success!

Have you thought about a rotational opportunity? Go to the [Homeland Security Rotations Program](#).

Want to know more about Cornerstone, Keystone, or Capstone? Visit the [DHS Leader Development Program](#).

Did you know that the LDP identifies targeted development for [Team Members and Team Leads](#)?

Don't forget, seasoned DHS Leaders must complete [12 hours of Leader as Teacher "Give Back"](#) – write a blog, be a mentor, hold a brown bag lunch....

Questions? Contact your component [LDP Action Officer](#) or email [LeaderDevelopment@hq.dhs.gov](mailto:LeaderDevelopment@hq.dhs.gov).

Got a minute (...or three?)  
Check these out!

## Points to Ponder “Learning” isn’t about a course – it’s about a course of action!

Collaboration Creates Value



Video (3 minutes)  
[Bookid=55542](#)

### Creating a Network of Collective Truth

#### Step 1: Diagram Your Network

Before you have a discussion with your team about collaboration and networking, reflect on your own network and create a diagram or drawing – a group of connected circles of different sizes and numbers of people within each. Drawing your network will make it more tangible and clear. In viewing your network, would you consider it "right sized" for your role as a manager? Should you include others, spend more time with certain people, or minimize your time in certain networks?

#### Step 2: Seek to Create a Collective Network of Truth

**PLAY:** the video [How to Increase Collaboration and Innovation: Differentiate between Fact and Truth](#) (bookid=52990). This video presents the concept of "incestuous amplification" – a state where people tend to support one another without question, even if it may be better to invite new people into the network to stir innovation and collaboration.

Convey to your team that you want to make sure you are creating a network of collective truth – one that invites different perspectives and allows for all voices to be heard. Mention that you took a look at your own network and that they might do the same, looking for opportunities to expand or "right size" their networks.

#### Step 3: Three Cups of Coffee

Suggest that each member of the team – including you – have coffee (a brief meeting) with three people who are not already in their network (these could include a customer, someone in an adjacent department, or an individual in a different division within your own organization). Persuade team members to meet with people who are different from them – people who they believe might think differently or be associated with a group unfamiliar to them. Suggest that when they invite a person for coffee, they select an issue of importance to discuss, such as an industry trend, an innovative idea, or a challenge or problem they are trying to solve.

Make a date to meet in a week or two with each team member to share the outcomes of the "Three Cups of Coffee" activity.

## Real-World Research

Network perspective is critical for anyone who hopes to thrive in a leadership role. According to the Center for Creative Leadership, "Leaders must assess and reassess their networks at key development points in their career to ensure they do not become trapped in networks that are too big, too hierarchical, too similar, or not challenging enough."<sup>1</sup>

This often requires backing away from unproductive relationships so that new connections can be made with those who offer support, energy, and diverse points of view. "A network perspective is key to thriving in a world in which everything is, or will be, connected."<sup>1</sup>

-- Center for Creative Leadership, 2014

## Outcome

Strengthen political savvy through increased emphasis on collaboration and networking.

Relationship Management: Don't Win the Battle to Lose the War



Video (3 minutes)  
[Bookid=63401](#)

How to Increase Collaboration and Innovation: Differentiate between Fact and Truth



Video (2 minutes)  
[Bookid=52990](#)

The Spider's Strategy: Creating Networks to Avert Crisis, Create Change, and Really Get Ahead



Book Summary (8 pages)  
[Bookid=31853](#)