

Partnering

Competency Development Activities

Competency Definition

Develops networks and builds alliances, engages in cross-functional activities; collaborates across boundaries, and finds common ground with a widening range of stakeholders. Utilizes contacts to build and strengthen internal support bases.

Developmental Activity Levels

All (A)

Applies to all competency levels

Beginner-Basic Knowledge (B)

A person at the Beginner-Basic Knowledge level has limited experience applying the competency. He/she applies general knowledge in common situations but has limited practical experience in applying the competency in a work environment presenting more complex situations.

Mid-level (M)

A person with mid-level proficiency has applied the competency repeatedly and successfully in the performance of his/her job but still has much to learn about the advanced aspects or behaviors associated with the competency. A person at this level can usually apply the competency on his/her own.

High (H)

A person at the High level has extensive knowledge of and experience with this competency and can apply the competency exceptionally well on the job without assistance. At this level one is an expert and has enough experience to teach the competency to others.

Articles, Books, and Websites

A Ferrazzi, Keith & Raz, Tahl, [Never Eat Alone: And Other Secrets to Success, One Relationship at a Time](#), Currency, February, 2005.

The author of this book states that what distinguishes highly successful people from everyone else is the way they use the power of relationships—in such a way that everyone wins. The book lays out the specific steps the author uses to reach out to connect with the thousands of colleagues, friends, and associates in his Rolodex—people he has helped and who have helped him. In the course of the book, he outlines the timeless strategies shared by the world's most connected individuals, from Katherine Graham to Bill Clinton, Vernon Jordan to the Dalai Lama.

M/H Ancona, Deborah, Bresman, Henrik and Kaeufer, Katrin, "[The Comparative Advantage of](#)

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X-Teams", Sloan Management Review, Spring, 2002.

Traditional teams are too inwardly focused and lack flexibility. Traditional team-building activities are still important, but only when combined with a greater awareness of external stakeholders and information sources.

H Michalski, Walter J. and King, Dana G., "40 Tools for Cross-Functional Teams: Building Synergy for Breakthrough Creativity", Productivity Press, Inc., July, 1998.

Forty training and developmental tools, arranged in eight process stages, which cover initiating cross-functional teams, developing synergy and consensus, creatively solving problems, and recognizing and rewarding teams. The author describes the functions and methods for implementation of each tool, along with an illustration. Lots of illustrations and charts. A solid team-building resource.

H How to Make Collaboration Work: Powerful Ways to Build Consensus, Solve Problems, and Make Decisions, 3rd Edition, David Straus, Berrett-Koehler Publishers, September, 2002.

Collaboration is an everyday practice that many people find to be a frustrating, even exhausting, experience. The book provides a remedy: five principles of collaboration that have been tested and refined in organizations throughout the world. The author shows that these methods can help any group make better decisions and function more effectively.

H MacMillan, Pat, "The Performance Factor: Unlocking the Secrets of Teamwork", Broadman & Holman Publishers, March, 2001.

Discuss the characteristics of a high performance team and how to implement a new paradigm of leadership to bring any organization to greater efficiency.

H Ulrich Tobias, Cynthia, The Way We Work: What You Know About Working Styles Can Increase Your Efficiency, Productivity, and Job Satisfaction, Broadman & Holman Publishers, March, 1999

In this book, various learning styles are translated into workplace applications. Not only does the book encourage evaluation of readers' own learning styles, but teaches them how to get along with those having different learning and communication styles from our own.

H Lindborg, Henry J., The Basics of Cross-Functional Teams, Productivity Press, Inc., October, 1997.

This book provides guidance on what it takes to build effective teams that cross departmental and functional boundaries in any organization. It offers advice on management's responsibilities in team formation as well as pointers on how good teams get started, understand organizational values, make decisions, and manage projects.

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Activities

M Participate in or lead problem-solving teams that involve key stakeholders and focus on addressing important security issues/problems at the airport.

M Work on a project that requires combining your own skills and knowledge with the specialized capabilities of others to be successful.

M Lead an off-site team building event involving individuals from your own organization and/or other functional areas.

M Offer to organize a "brown bag" lunch as a forum for airing diverse views and discussing them openly.

M Develop and/or participate in a working policy group to help generate ideas for policies and procedures for national or local TSA.

H Be proactive about asking co-workers for invitations to their staff meetings or to participate on their task forces. Share information about your team or function that might not make it out through normal channels.

H Become an active participant in a taskforce, committee or cross-functional team in your organization.

H Debrief projects/situations with your team members to identify lessons learned and best practices, regardless of whether they were successes or failures.

H Develop relationships with stakeholders, such as airline and airport representatives. Doing this will help you to understand their roles and responsibilities. Be sure to communicate with these stakeholders on a regular basis either informally or formally. For example, attend scheduled meetings with airline and airport representatives.

H Lead a process improvement meeting involving several interrelated functional areas.

H Organize an information-sharing event to share best practices with a peer group.

H Volunteer for national task forces and special projects that involve working with people from other airports and TSA Headquarters.

Coaching Suggestions for Managers

H Ask the staff member to identify the other work groups that they interact with and how they could improve the effectiveness of their interactions. Have them pick one work group to meet with for the express purpose of analyzing the purpose and process of their interactions and communications and to identify ways that they could improve or leverage their interactions with

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each other to better serve the TSA organization and mission.

H Ask key staff to build networks and relationships with their counterparts in other airports in order to share information about issues, challenges and best practices.

H Encourage or assign staff to participate in cross-functional, area-wide or TSA-wide task forces and special project teams.