



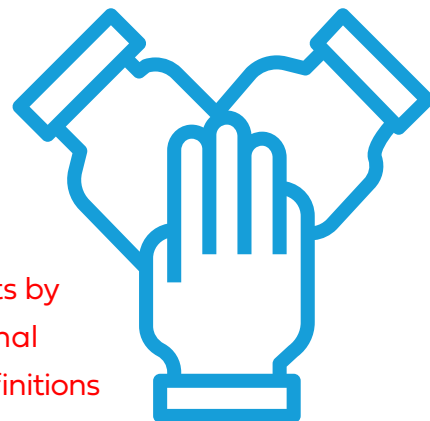
GUIDE TO BECOMING A BETTER COLLABORATOR

**2020 IMPACTS OF
COLLABORATION
RESEARCH STUDY**



Background

In 2020, Travel Alliance Partnership (TAP) commissioned independent research firm Audience Audit to conduct research into the state of collaboration in the travel, tourism and hospitality industry. The goal was to assess attitudes about, and experience with, collaboration. We wanted to assess the challenges and benefits of collaborative activities. The data revealed three distinct segments among the survey respondents by analyzing levels of agreement or disagreement with 37 attitudinal statements. The number of segments and attitudes and their definitions were not decided in advance.



This guide will help you understand the type of collaborator you are, potential hurdles to watch out for and how to work with the other collaborator styles.

Promoters

When it comes to collaborating with other organizations (and even competitors), does this sound like you?

Let's go! Collaboration brings great benefits. I can't think of a reason not to pursue collaboration with other organizations — even direct competitors. It provides fresh thinking and new ideas, leverages the strengths of each participating organization, and allows us to achieve things we couldn't on our own. This is something we know how to do well, and I'd rather work in an organization that collaborates than one that doesn't.



STRENGTHS OF THE PROMOTER MINDSET

- ◆ You have the ability to encourage and motivate other organizations in a collaboration.
- ◆ Be mindful of your interactions and lean on the strength of your enthusiasm.

Promoters

HURDLES OF THE PROMOTER MINDSET AND HOW TO OVERCOME THEM

- ◆ Be mindful of how your level of enthusiasm may make you overly trusting and get in the way of your objective evaluation of a collaboration.
- ◆ Recognize when you become frustrated by others who don't share the same enthusiastic viewpoint. Take a breath, step back and learn from their perspective.
- ◆ Think through possible challenges and pitfalls before jumping in with two feet.
- ◆ Remember your natural ability to take on collaborations may lead you to take on too many at once.
- ◆ As a promoter you often will step up to lead a collaboration. Seek ways to delegate and share the workload to keep everyone in the collaboration engaged.
- ◆ Recognize when you have put unrealistic expectations on others. Your enthusiasm may make others feel rushed or undervalued.



WHAT SHOULD PROMOTERS REMEMBER ABOUT OTHERS IN COLLABORATION?

- ◆ Not everyone has the same level of experience or understanding with collaboration. They may have less experience with this type of work and may not know how to apply the tools needed to make the collaborative effort efficient and productive.
- ◆ Some people may be more or less gung-ho about collaboration than others depending on the type of collaborator your partners are.
- ◆ You may experience impatience with those who aren't keeping up. When this happens, take a step back and try to understand where the other collaborators are coming from.
- ◆ Your enthusiasm drives you to be vocal about your ideas. Remember to stop and listen to other ideas and viewpoints. The best ideas may come from the whispers in the background.

STRATEGIES FOR WORKING WITH A PROMOTER

- ◆ Trust that Promoters are experienced with collaboration and will be good partners.
- ◆ Be honest about any reservations you have and talk through your concerns up front.
- ◆ Openly share your thoughts and ideas. Promoters value new ideas and fresh thinking.
- ◆ View the opportunity to work with a Promoter as a learning and growing experience.
- ◆ Recognize that the results from working together will be greater than the sum of your individual efforts.

Doubters

When it comes to collaborating with other organizations (and even competitors), does this sound like you?

Tread carefully. Collaboration isn't always everything it's cracked up to be. If you're not careful, collaboration can allow one organization to take advantage of another. Expectations can be unrealistic and timelines too optimistic. We're happy to collaborate, but the situation has to be right and everyone has to share the work fairly.

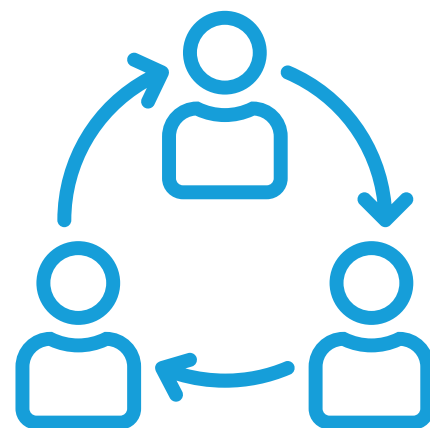


STRENGTHS OF THE DOUBTER MINDSET

- ◆ Your ability for critical thinking is an advantage. Position your doubts as opportunities to strengthen the collaboration.
- ◆ Lean into your desire to have clear and defined goals – they are the glue.

HURDLES OF THE DOUBTER MINDSET AND HOW TO OVERCOME THEM

- ◆ Verify you are not pre-judging an opportunity before fully considering all aspects.
- ◆ Beware of misconceptions you have based on past experience. Every collaboration is not the same.
- ◆ Consider the lessons learned from past collaborations and how you can turn those into opportunities for future success. Beware of self-imposed failure – expectations often define success. You will get as much out of the collaboration as you put into it.
- ◆ Recognize the possibility that there may be partners outside your industry who bring a fresh perspective.
- ◆ Be careful not to hold up the timeline by putting up roadblocks.
- ◆ A lack of experience or avoidance of being outside your comfort zone could stop you from getting involved in something new.
- ◆ When setting up a collaboration, seek to ensure it is fair to all partners and understand that may not mean it has to be equal.
- ◆ Recognize when you may be holding back due to fear of being taken advantage of.
- ◆ Transparency is key to successful collaboration.



Doubters

WHAT SHOULD DOUBTERS REMEMBER ABOUT OTHERS IN COLLABORATION?

- ✦ They wouldn't be here if they didn't believe in it.
- ✦ Others see the bigger picture too and are working towards that vision.
- ✦ Understand and appreciate the perspectives of everyone in the collaboration.
- ✦ Others trust and respect you enough to be in the collaboration.
- ✦ You can learn from others' expertise and previous experiences.
- ✦ Others may have resources you don't, and it is OK to tap into that.

STRATEGIES FOR WORKING WITH A DOUBTER

Protectors

When it comes to collaborating with other organizations (and even competitors), does this sound like you?

As long as we protect our competitive advantage, collaboration can work. My organization has proprietary expertise and processes that we'd never share with anyone else — even in a collaboration. Our approach is part of our competitive advantage, and we'd never compromise that. As long as we're protected, collaboration is something I'm happy to consider.



STRENGTHS OF THE PROTECTOR MINDSET

- ◆ You have the ability to help others set clear expectations up front to avoid confusion.
- ◆ Recognize your positioning and expertise to step up as a leader.



HURDLES OF THE PROTECTOR MINDSET AND HOW TO OVERCOME THEM

- ◆ Recognize when you are holding back information and observe how that may be affecting the collaboration.
- ◆ Establish boundaries up front and identify what you are willing and not willing to share with your collaborative partners.
- ◆ Respect others who are willing to be more of an “open book” and embrace the mutual learning that can be realized.
- ◆ Consider how setting limitations may inhibit the potential of the collaboration. Remain open to sharing when you become comfortable.

Protectors

WHAT SHOULD PROTECTORS REMEMBER ABOUT OTHERS IN COLLABORATION?

- ◆ Everyone in the collaboration brings value and unique ideas and approaches.
- ◆ Collaborative partners are in it for the greater good, they are not in it to steal your secret sauce.
- ◆ Your partners can help you grow and improve.
- ◆ Recognize that the results from working together will be greater than the sum of your individual efforts.

STRATEGIES FOR WORKING WITH A PROTECTOR

Best Practices for Successful Collaborations

HAVE A CONVERSATION IN THE BEGINNING TO DISCUSS:

- ◆ What is off limits and what is on the table for the collaboration.
- ◆ Concerns about possible challenges or pitfalls.
- ◆ Any reservations held within the group.
- ◆ The results everyone in the collaboration can expect.
- ◆ Roles and goals of the collaboration.

THROUGHOUT THE PROCESS

- ◆ Have regular checkpoints share updates and work through any new concerns.
- ◆ Lead by example.
- ◆ Openly share your thoughts and ideas.
- ◆ Recognize that the results from working together will be greater than the sum of your individual efforts.
- ◆ Remember that you get out what you put in.

