My primary involvement this session included participating in the Blue Team and our CANGO-Jinan team. For the Blue Team, I played cross-pollinating role connecting the Evaluation and Intervention work streams. I also served in an ambiguous Project Management role with Juliet (the idea was suggested at our one all-Blue team meeting but never fully formalized). My intention was to play a collaborative leadership role in our transorg system to help develop a healthy negotiated order during the convention phase. As Cummings notes, "The first issue concerns who should convene the participating organizations. In underorganized TS, a legitimate authority may not exist to perform the convening function, and attempts to fill that role by regular stakeholders may meet with apathy or resistance." (p. 404) I desired to serve as an authority but ultimately hesitated and didn't authentically lead. Instead, I resisted and helped co-create what Cummings alluded to, "Because the convening process is likely to be conflictual as organizations seeks to sort to work through differences and to reconcile their own self interests with those of the larger TS, interventions need to account for both the convening tasks and the underlying social processes through which they are accomplished."

As I reflect on what was going on for me during this process, Prins' words ring true, "...working in a collaborative is influenced by conscious as well as by hidden unconscious motives...these assumptions influence the quality of the intergroup relationship." Early on this the Blue Team process, I didn't fully trust some of my team members. But rather than following Huxham's advice to take small steps to build the trust, I never tested my own assumptions and didn't initiate any trust building activities. On a more personal level, I didn't fully trust myself to lead in the way I felt right, fearing vulnerability. So instead, I resisted what I perceived to be the task-oriented leadership of Juliet and failed to co-lead with her to ensure we as a team strengthened our own social processes. It was an easier response that put the blame

somewhere else than me. This experience brought Huxham's words to life for me, "the research on trust in inter-organizational collaboration suggestion issues concerned with expectation forming, risk taking and vulnerability are particularly relevant and fundamental to the management of trust." (Ch. 9) Reflecting on this, my resistance may have created more tension than good as our larger blue team struggled between task and process.

While our planning wound up taking longer, being more emotionally charged and tense than I had hoped for, I do value the experience for giving me a first-hand look of the dynamics present in collaboration. Throughout the process, I received positive feedback for my contributions. Much of my take on my own ineffective resistance to the process came to me through self reflection and not directly as critical feedback from members of the collaboration. I desire direct feedback and need to be more intentional about specifically asking for it. Having read so much about collaboration, I shouldn't be surprised the way things played out. Putting academic knowledge into actual practice is easier said than done. This experience helped connect the two for me. Good intentions are not enough in collaboration. It's take work to be vulnerable, which is a space I was ultimately able to reach during our time in China as I reflected on my role in shaping the culture of the Blue Team and shared that with other team members.

With the larger Blue Team dynamics exploding in the background, my experience with our CANGO-Jinan sub-team flowed smoothly and very constructively. I played a shared leadership role for this team and did not hesitate to lead. I trusted my intuition and stated my desire up front to experiment with a shared leadership approach and we contracted what that would look like as a team. I trusted the three other members on my team and felt comfortable and secure with them. We achieved our objective of planning and implementing an engaging 2 ½ intervention that developed their leadership skills to enhance the overall influence of NGO's in China. We worked both collaboratively and because I have a lot of experience facilitating interventions for NGO's, I also took a more directive role supporting other members to prepare

them for their portions of the session. I asked my team-members and Dale for feedback throughout the process and received affirmations.

We achieved our objectives of meeting our client's needs: building leadership skills for NGO leaders and strengthening their network in the process. We spent countless hours putting together a detailed agenda and powerpoint prior to our arrival in China and our CANGO-Jinan made design changes once we met our actual client prior to the first day and at the end of the first and second days based on client feedback. One participant in our workshop shared something like "In other workshops, we're given food to eat. In this one, you showed us how to be the chef and shared your recipes." During the session, we asked for their feedback each day and asked them to share their learning each day. We also used Peter Block's "Reviewing an Implementation Event" checklist.

As I reflect on my own Practice Point of View, I'm struck that my leadership looked different in the larger Blue Team versus our smaller CANGO-Jinan team. I'm more comfortable with shared leadership on a small team than I currently am in a more complex transorganization environment. Having worked primarily as an individual practitioner by myself, I'm celebrating how well I did in my small team (which was much more effective than my experience in Lyon, France). I further recognize that effective leaders are willing to be vulnerable to build stronger teams and collaborations. This risk-taking is essential to build bridges, instead of resistance. As a consultant to collaboratives, the experience deepened my understanding of their dynamics.

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