

# THE WEXNER FOUNDATION

## THE LEADERSHIP OF TORAH

October 14, 2021 | Dr. Erica Brown | Too Much Collaboration?

Becca Thomas: Welcome! Thank you for joining us for our Torah of Leadership series. All participants will be muted during the call, but feel free to post any questions in the chat. Learn more about Dr. Erica Brown here: <https://gsehd.gwu.edu/directory/erica-brown>

Dr. Brown's source sheet for today is accessible here: [https://www.wexnerfoundation.org/wp-content/uploads/10-14\\_Gen11-Collaboration.pdf](https://www.wexnerfoundation.org/wp-content/uploads/10-14_Gen11-Collaboration.pdf)

Becca Thomas: The ongoing Beit Midrash document can be accessed here: <https://docs.google.com/document/d/1CKXtpqyYC1qxz0x65iHCzxONiPlgcMVzE9vhXk8uYHk/edit?usp=sharing>

Stefanie Zelkind: refuah shleimah to Caleb Moses

Angie Atkins: amen

Alicia Chandler: Amen

- Orli Garti Seroussi: Dedicating me learning in memory of my father Max Seroussi

Elka Abrahamson: Thank you Orli. May his memory be a blessing.

Ariel Nelson: May his memory be a blessing

Yael Bendat-Appell: Refuah to Yosef Rephael Ben Yehudit

Alicia Chandler: wishing a refuah shleimah to Dr. Sarah Bunin Benor and my high school classmate Kristen Nagy.

Sonia: in memory of my mother Esther Bat Simha

Elka Abrahamson: We are building the bridge as we walk on it! Thanks for you patience.

Alicia Chandler: In happy news, I gave my first academic co-presentation last week on the Survey of American Jewish Names at the 15th Annual Conference of Jewish Names at Bar Ilan University.

Angie Atkins: Mazal tov — is that connected to building names for ourselves? ;)

Becca Thomas: When has a collaborative leadership project you've worked on gone terribly wrong and why?

Barry Etra: When egos and turf issues get in the way

Dan Kinel: Chaired a talk by Daniel Gordon's for —Superbowl Sunday at 7pm - could not figure out why no one came. I dont speak football...

Sonia: too many egos competing forr powe

Vanessa Ressler, Miami WHP '11: I echo the ego statement - and the challenge of building transparency for people that tend to prefer to work solo and not let others see challenges as well as successes.

Jon Cardin: And Trust...if you have not generated trust among the collaborators, they will not believe that they are getting the full information and wont truly work together because they may think there are ulterior motives

Wendy Kesser: Interesting that so much of the language of conflict references "turf" or "territory" when the locus of challenge in the passage begins when they "migrated."

Sheri Shapiro: Dina and I talked about the impact of "scope creep" in collaboration...when everyone thinks they are on the same page about what the goals/objectives are but actually are working in different directions

Becca Thomas: How can you make a current leadership commitment more meaningfully collaborative?

jamescummings: Deeper listening

Susan Borison: Doing what Erica is doing by validating every comment and reflecting on the comment so that people feel like participation matters.

Barry Etra: Mindshare. Have everyone who wishes to give feedback on how he/she understands the issue. Everyone hears differently.

Elka Abrahamson: Agree on the goal of the project and don't move forward without consensus. Know where you are going before another brick is placed

Jacqueline Shelton: 1) set common goals with people with whom you are working; 2) check in with all parties to Check in; 3) keep an open door for communication and listening

Stuart Rossman: Create stronger foundations in the basement before forcing on the view from the penthouse

Jacqueline Shelton: Create a culture of belonging where people feel they matter

Angie Atkins: It's so exhausting "communicating out" (thinking of the example of the EC and the regular board) — it's so exhausting to do so, but so important to bring people along in your thinking. Same thing for search committees — a small group empowered with the decision and learn so much and move so fast together and arrive at a new place — however, then on the report back to the bigger group of stakeholders, I always find this so exasperating...because they haven't been on the learning curve with us and ask questions the smaller group asked on the first day. Understandable and need to find the patience and commitment to inclusion to hear their concerns and explain and bring them up to speed — while dealing with THEIR egos and legit input

Reuben Posner - he/ him/ his: Just want to second Jacqueline - I think it's about creating culture. It's hard to create the ecosystem for collaboration episodically

Josh Weinberg: Duran Duran

Alicia Chandler (she/her): The Monkees - and I am 42 so this was the 80s!

Tali Zolkowicz (she/her): Michael Jackson

Shary Levitt: The Who!

Susan Borison: Billy Joel

Talia Resin: Abba!!!

Stuart Rossman: Beatles at Forest Hills

Rachel Kest: billy joel

jamescummings: Peter Paul & Mary

ellen chaikof: Elton John

Sonia: The Doors

Vanessa Ressler, Miami WHP '11: Glass Tiger at the Del Mar Fair! "Don't forget me when I'm gone" one-hit wonder!!

Yael Bendat-Appell: Barenaked Ladies

Jon Cardin: Prince

Barry Etra: First concert - Murray the K compilation of groups

Jacqueline Shelton: Rolling Stones at Candlestick Park in the early 1980s

Jeni Friedman: Barenaked Ladies - Canadians!

Judy shanks: Judy Collins Phoenix

Laura Samuels: Crosby, Stills, Nash and Young

Melissa Patack: Diana Ross + Supremes with Stevie Wonder opening

Vanessa Ressler, Miami WHP '11: Gosh - there are a lot of really COOL people here! :)

Becca Thomas: Thank you so much, Dr. Brown! Today's recording will be available online soon here: <https://www.wexnerfoundation.org/the-torah-of-leadership/> .

The ongoing Beit Midrash document can be accessed here:

<https://docs.google.com/document/d/1CKXtpqyYC1qxz0x65iHCzxONiPlgcMVzE9vhXk8uYHk/edit?usp=sharing>

Now is the time to nominate exceptional VOLUNTEER leaders for the 2022 Wexner Heritage cohorts in San Francisco, New York JoC, and Palm Beach, FL. More info and nomination info:

<https://www.wexnerfoundation.org/programs/wexner-heritage-program/>

Susan Borison: Thank you!

Alicia Chandler (she/her): Shabbat shalom!

Elka Abrahamson: Does the Minnesota symphony count? Thanks parents

Jason Israel: Thank you!