

# THE 3 PILLARS OF COLLABORATION



## TRUST

- Relationships are the building blocks for trusting interactions among staff and leaders.
- Create structures and processes that promote interaction, dialogue, and collaboration.
- Engage staff and constituents in decisionmaking at all levels of the organization to build trust.

## EQUITY

- We all succeed when labor-management relations are healthy, inclusive and diverse.
- Management should create more opportunities to listen to the voice of staff.
- Unions should embrace their role in driving improvement.

## COMMUNICATION

- Communication requires consistent, honest and authentic dialogue.
- Open communication and transparency supports collective learning and shared responsibility.
- Structures like joint committees and labor-management learning teams help institutionalize healthy practices.

**Let's work together and create effective labor-management partnerships!**

**Start with these three pillars:** Equity, Communication and Trust.  
These elements are the foundation for every phase of the work.

*Additional resources are be found at: [www.cdefoundation.org/cde\\_programs/clmi](http://www.cdefoundation.org/cde_programs/clmi)*

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