Fundamental Concepts

Networking – Exchanging information for mutual benefit.

Coordinating – Networking and altering activities to achieve a common purpose.

Cooperating – Coordinating and sharing or pooling resources.

Collaborating – Cooperating and enhancing the capacity of another for mutual benefit to achieve a common purpose.

Competing – Exchanging some amount of information, but not “proprietary” information; altering activities to meet own needs; sharing resources minimally or with a “hidden agenda.”
TEAM #1

COALITION #2
COLLABORATIVE #3

PARTNERSHIP #4
Group Relationships

- Collaborating
- Cooperating
- Coordinating
- Networking

Resources (e.g., time, money)
Commitment
Involvement

Problem Types

- Type I: A broken leg
- Type II: Air pollution
- Type III: Problem drug use
Instructions

1. Which leadership style is appropriate for this problem?
2. What leadership behaviors and skills do you want to see in a leader? Why?
3. Are typical problems in public health similar to the one you are discussing? How are they similar? Different?

Problem Types and Leadership Roles

<table>
<thead>
<tr>
<th>Type</th>
<th>Problem</th>
<th>Solution</th>
<th>Locus of Work</th>
<th>Leadership Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>Clear</td>
<td>Clear</td>
<td>Expert-Leader</td>
<td>Expert-Leader Solves the problem</td>
</tr>
<tr>
<td>II</td>
<td>Clear</td>
<td>Unclear</td>
<td>Expert-Leader Group or Multiple Stakeholders</td>
<td>Expert diagnosis: Leader helps group problem solve</td>
</tr>
<tr>
<td>III</td>
<td>Unclear</td>
<td>Unclear</td>
<td>Group or Multiple Stakeholders</td>
<td>Leader helps group problem solve</td>
</tr>
</tbody>
</table>
What is Leadership?

Leadership is.....

• A TRAIT and a PROCESS
  Trait - the ability to exert influence and have others accept that influence producing change or performance

  » Chrislip, Sweeney, Christian, Olsen, 2002

  – Process – A process whereby an individual or small group influences others to achieve a common goal

  » Northouse, 1997
Authority is .......

- The **power** to determine, adjudicate, or otherwise settle issues or disputes, jurisdiction, the right to **control**, **command**, or **determine**
  - Webster's New Universal Unabridged Dictionary

LEADERSHIP

VS.

AUTHORITY
The Class of 80 Leaders
Talking Points

• Leadership versus Authority

• All Leaders and No Followers

Who is a leader?
Leadership Traits

• Intelligence – ability to understand and reason through problems
• Knowledge – of regional problems, their causes, and potential solutions
• Respect – the extent to which an individual or group can win the community’s estimation or admiration
  » Sorenson and Epps, 1996

Leadership Traits

• Resources – sufficient finances and time to perform a leadership role
• Energy – ability to expend considerable (necessary) efforts on the leadership tasks
• Originality – ability to bring new perspectives to bear on local problems
  » Sorenson and Epps, 1996
Leadership Traits

- Persuasiveness – may result from some combination of position, eloquence, fear, inducement, or ability to simplify arguments for the general consumption
- Synoptic thinking – ability to see the big picture
  » Sorenson and Epps, 1996

Temple Texas Talking Points

- What causes people to act?
  ➢ Dissatisfaction with status quo

  – Dr. King “All change comes from maladjusted people”
What are some different Leadership Styles?

Leadership Styles

- Directing
  - Focuses communication on goal achievement
  - Gives instructions (what goals to achieve and how)
  - Limited time on supportive behaviors
    » Northouse, 1997
Leadership Styles

- Coaching
  - Focuses communication on both goal achievement and people’s needs
  - Gives encouragement
  - Asks for input
  - Ultimately, leader still makes final decision
    » Northouse, 1997

Leadership Styles

- Supporting
  - Does not focus just on goals
  - Focuses on tasks to be accomplished
  - Uses supportive behaviors to bring out others skills
    - Listening
    - Praising
    - Asking for input
    - Giving feedback
    » Northouse, 1997
Leadership Styles

- Delegating
  - Offers less input and social support
  - Facilitates others’ confidence and motivation to do tasks
  - Leader not as involved in planning, details, or goal clarification
  - Northouse, 1997

The Four Leadership Styles

<table>
<thead>
<tr>
<th>Supporting</th>
<th>Coaching</th>
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<tbody>
<tr>
<td>High supportive</td>
<td>High supportive</td>
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<tr>
<td>&amp; Low directive</td>
<td>&amp; High directive</td>
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</table>

<table>
<thead>
<tr>
<th>Delegating</th>
<th>Directing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low supportive</td>
<td>Low supportive</td>
</tr>
<tr>
<td>&amp; Low directive</td>
<td>&amp; Low directive</td>
</tr>
</tbody>
</table>

Directive Behavior
Federico Peña
Talking Points

- Ego
- Deference
- Giving up control/power
- Courage
- Not a "traditional leadership" tactic

Quotes on Collaboration

- None of us is as smart as all of us
  » Edward C. Register, 1915
- Cooperation! What a word! Each working with all, and all working with each.
  » Warren Bennis, 1996
- Collaboration is damn tough
  » Focus group participants, 1997

» All quotes from Medicine and Public Health: The power of collaboration, Lasker, et al.
Collaboration

A **mutually beneficial** and **well-defined relationship** entered into by two or more organizations to **achieve common goals**

Amerst H. Wilder Foundation

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**Why Collaborate**

- Shared Concern
- Pool Power
- Overcome Gridlock (“get unstuck”)
- Add Diversity
- Increase Ability to Handle Complex Issues
Context for Collaboration

- Identify the problem
- Understand what makes leadership difficult
- Identify stakeholders
- Assess extent of stakeholder agreement
- Evaluate community’s capacity for change
- Identify where the problem/issue can be most effectively addressed

» Chrislip and Larson

Guinea Worm Project and Atlanta Project
Talking Points

- Problem Type
- Consensus on Problem
- Top Down / Bottom Up or Both
What Makes Leadership Difficult

- Many people with the power to say “NO,” yet no one person or group has power to act alone
- Lack of trust
- Hidden agendas
- No larger vision
- Lack of credibility to provide leadership
- Not willing to take on leadership role

What Makes Leadership Difficult

- Apathy
- Avoidance of risk
- Fear of being attacked
- Problems are complex and interdependent
- Don’t know what the “real” problem is
- Information about problem distorts understanding of problem(s)

» Chrislip and Larson
Identifying Stakeholders

• Perspective
  – What perspectives are needed to credibly and effectively define the problems/issues and create solutions?
  – Who can speak for these perspectives?
    » Chrislip and Larson

• Interests
  – What interests must be represented for reaching an agreement that can be implemented?
  – Who can speak for these interests?
    » Chrislip and Larson
Identifying Stakeholders

• Implementation
  - Who are the people, interest groups, organizations who:
    • are necessary to implement solutions
    • can block action
    • control resources
  » Chrislip and Larson

Identifying Stakeholders

• Cause and/or Effect
  - Who are the people who:
    • cause the problems/issues
    • are affected by the problems/issues
    • will be affected by the solutions
  » Chrislip and Larson
Identifying Stakeholders

• Creating Change
  – Who are the people, if they could reach agreement about the problem and solution, who could generate the political and institutional will to create significant change?
    » Chrislip and Larson

Assessing Stakeholder Agreement

• Have stakeholders agreed....
  – there is a problem that needs attention?
  – to work together on the problem/issue?
  – how to work together on the problem/issue?
  – on the definition of the problem/issue?
  – on the solution(s) to the problem/issue?
  – on an implementation plan and action steps?
    » Chrislip and Larson
Evaluating Community’s Capacity for Change

• To what degree is there conflict, mistrust, and disunity among stakeholders?
• Do the skills necessary for collaboration exist in the community? If yes, to what degree?
• Are there leaders with credibility and respect to bring together stakeholders to address the problem/issue?
  • Who are they? Will they get involved?
  » Chrislip and Larson

Evaluating Community’s Capacity for Change

• Are there community members with the leadership skills necessary to start and sustain a collaboration process?
  • Who are they?
• Are there people or groups in the community that are able and willing to design and facilitate a collaborative process?
  • Who are they?
  » Chrislip and Larson
Evaluating Community’s Capacity for Change

- Can you access the information necessary to make a good decision?
  - How? Where? In what format?
- What are other sources of information that may be useful/helpful?
  » Chrislip and Larson

Where Key Issues Can Be Addressed Most Effectively

- Neighborhood
- Community
- City
- Region
- State

» Chrislip and Larson
Keys to Successful Collaboration

• Good Timing
• Strong Stakeholder Group
• Broad-based Involvement
• Overcoming Mistrust
• Clear Need
• Credibility
• Open process

» Chrislip and Larson

Keys to Successful Collaboration

• Commitment/involvement of high-level, visible leaders
• Support or acquiescence of “established” authorities
• Strong leaders of the process
• A shift to broader concerns
• Interim success

» Chrislip and Larson
Characteristics of Successful Collaboration

- Opportunity to participate in decision making
- Quantity of information exchanged
- Quality of information exchanged
- Handling of conflict
- Shared vision and values
- Satisfaction with the project
- Commitment to the project

  » Mizrahi and Rosenthal, 2001; Larson, 2002

Characteristics of Successful Collaboration

- Achieves the goal
- Gains recognition from (social change) target
- Gains community support
- Creates lasting network
- Attains longevity
- Acquires new skills

  » Mizrahi and Rosenthal, 2001; Larson, 2002
Characteristics of Successful Collaboration

- Commitment to goal/cause/issue
- Competent leadership
- Commitment to coalition unity/work
- Equitable decision-making structure/process
- Mutual respect/tolerance
  » Mizrahi and Rosenthal, 2001; Larson, 2002

Collaborative Leadership

- Leadership shown by a group that is acting collaboratively to solve agreed upon issues
- Leaders use supportive and inclusive methods to ensure that those they represent are part of the change process
- Requires new notion of power...the more power we share, the more we have to use
  » http://eric-web.tc.columbia.edu/families/TWC
Common Issues in Collaborative Leadership

- Power
- Sharing Information and Expertise
- Conflict Management
- Supportive Environment
- Valuing and Incorporating Diversity

*Turning Point Expert Panel Stories video series*

Qualities of Collaborative Leaders

- Capacity for maturity
- Capacity for patience
- Ego control
- Capacity for self reflection
- Capacity to handle uncertainty
- Tolerance for uncertainty
Qualities of Collaborative Leaders

• Capacity to see problems from others’ point of view
• Capacity for respectful assessment
• Capacity to respect others’ experience or point of view
• Capacity to create a safe, open, supportive environment

Qualities of Collaborative Leaders

• Capacity to communicate across organizational boundaries and with every part of community
• Capacity to create a shared vision
• Capacity for creativity
• Constructive conflict management

» Turning Point Collaborative Leadership video series
» http://eric-web.tc.columbia.edu/families/TWC
# Traditional-Collaborative Leadership

<table>
<thead>
<tr>
<th>Traditional</th>
<th>Collaborative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top down</td>
<td>Self-governing</td>
</tr>
<tr>
<td>Few make decisions</td>
<td>Broad participation</td>
</tr>
<tr>
<td>Unilateral action</td>
<td>Guide &amp; coordinate process</td>
</tr>
<tr>
<td>Win or shift power</td>
<td>Build relationships</td>
</tr>
<tr>
<td>Linear thinking</td>
<td>Systems thinking</td>
</tr>
<tr>
<td>Programs &amp; products</td>
<td>Process</td>
</tr>
<tr>
<td>Charisma</td>
<td>Vision</td>
</tr>
<tr>
<td>Persuasive</td>
<td>Empathetic</td>
</tr>
<tr>
<td>Group falls apart if leader</td>
<td>Group continues when leader</td>
</tr>
<tr>
<td>leaves</td>
<td>leaves</td>
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# Six Practices of Collaborative Leadership

![Diagram of Six Practices of Collaborative Leadership](image)
Six Practices: Definitions

• **Assessing the Environment**: Understanding the context for change before you act.

• **Creating Clarity**: Defining shared values and engaging people in positive action.

• **Building Trust**: Creating safe places for developing shared purpose and action.

• **Sharing Power and Influence**: Developing synergy of people, organizations, and communities to accomplish a shared vision.

• **Developing People**: Committing to people as a key asset through coaching and mentoring.

• **Self-Reflection**: Understanding your own values, attitudes, and behaviors as they relate to your leadership style and its impact on others.

Why Six Practices?

• Identified by the Turning Point Leadership Development National Excellence Collaborative

• Research included:
  – Literature reviews
  – Individual interviews
  – Focus groups
  – Expert panel debates
  – Attendance at leadership development training programs
### Six Practices of Collaborative Leadership
#### Leader Qualities/Skills

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<table>
<thead>
<tr>
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<td>Self-Reflection</td>
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<td>Building Trust</td>
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</tr>
<tr>
<td>Developing People</td>
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</tbody>
</table>

### Faith and Health Letter
#### Talking Points

- Shared vision
- Public statement of commitment
- Vulnerability
Army, Mojave Desert
Talking Points

• Continually assess progress
• Feedback results to collaborative participants
• Feedback results to community
• Use results to improve efforts

Northern Ireland
Talking Points

• Agree to disagree
• Ground rules
• Tape recorded meetings
Guatemala
Talking Points

- See through eyes of others
- Storytelling

The Kitchen Table
Talking Points

- Creating a safe place
- Trust
- Open communication
Erase the Hate
Talking Points

• Make the most of opportunity

• Students became the leaders

Kids Can’t Fly
Talking Points

• Agreement on Problem/Issue

• Trust

• Opportunity

• Showing Results
Challenges

• Doing more with less
• Mandates from “above”
• Rapid change
• Complexity of issue

» Turning Point Expert Panel Stories video series

Challenges

• Economic realities
• Social and cultural unrest
• Loss of confidence in institutions
• No time for critical reflection

» Turning Point Collaborative Leadership video series
Assessment Tools and Methods

- 360-Degree Feedback
- Leadership Practices Inventory
- Myers-Briggs Type Indicator
- Blanchard’s Leader Behavior Analysis

Methods for Building Collaborative Leadership Skills

- Exposure to different ideas
- Exposure to different cultures
- Critical Reflection
- Experience / Practice
Methods for Building Collaborative Leadership Skills

- Mentoring
- Coaching
  - Shadow coaching
  - Feedback-based coaching
  - Just in time personal coaching
  - Peer coaching
- Rewards

Hand Washing Talking Points

- Learn by Hearing it
- Learn by Watching it
- Learn by Doing it