Vision: Collaborative leadership is used to its fullest potential to achieve policy and systems change that maximizes the public's health.

Mission: Increase collaborative leadership capacity across sectors and at all levels.

Other Turning Point National Excellence Collaboratives:
- Modernize public health statutes
- Create accountable systems to measure performance
- Utilize information technology
- Invest in social marketing

What is Collaborative Leadership?
- The processes, activities, and relationships in which a group and its members engage in collaboration.
- Collaboration is defined as "exchanging information and sharing or pooling resources for mutual benefit to achieve a common purpose."
Slide 3

What is a Collaborative Leader?

Someone who safeguards and promotes the collaborative process.

Slide 4

Who is a Collaborative Leader?

<table>
<thead>
<tr>
<th>Skills</th>
<th>Capacities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conflict management</td>
<td>Uncertainty</td>
</tr>
<tr>
<td>Developing trust</td>
<td>Taking perspective</td>
</tr>
<tr>
<td>Communication</td>
<td>Self-reflection</td>
</tr>
<tr>
<td>Decision-making</td>
<td>Ego control</td>
</tr>
<tr>
<td>Creating safety</td>
<td></td>
</tr>
<tr>
<td>Assessment</td>
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</tbody>
</table>
Why is Collaborative Leadership Important?

- Most public health problems are complex, interdependent, and messy.
- These type of problems require a systems approach with diverse input and multiple perspectives.
- Many sectors need to “own” the solution for it to be successfully implemented.

Six Practices of Collaborative Leadership
Six Practices of Collaborative Leadership

- 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
Developing People

Bringing out the best in others

- Realize and promote the potential present in other people;
- Give up ownership or control;
- Maximize the use of other people's talents and resources;
- Use coaching and mentoring to create power, which increases leadership capacities;
- Build confidence by setting goals and receiving performance feedback.
Mentoring

A process in which an experienced individual helps another person develop his or her goals and skills through a series of time-limited, confidential, one-to-one conversations and other learning activities; long-term career development focus.

Source: Center for Health Leadership and Practice, 2002

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Coaching

An activity that results in the improvement of skills, capacity, and performance; short-term skills focus.

Source: Center for Health Leadership and Practice, 2002
Slide 12

**Sage on the Stage Guide on the Side**

<table>
<thead>
<tr>
<th>Learner’s Role</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passive; chosen by higher-up</td>
<td>Active Partner; Seeks and develops relationship</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Developer’s Role</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoritarian-Directive</td>
<td>Facilitating-Supportive</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Relationship</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>One-on-one</td>
<td>Multiple mentors/coaches over a lifetime; multiple models: peers, individual, group</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Learning Process</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Developer responsible for learner’s learning</td>
<td>Self-directed; learner’s responsibility</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Length of Relationship</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Calendar focused</td>
<td>Goal focused</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Focus</th>
<th>From</th>
<th>To</th>
</tr>
</thead>
<tbody>
<tr>
<td>Product-oriented; transferring knowledge</td>
<td>Process oriented; critical reflection before application</td>
<td></td>
</tr>
</tbody>
</table>

Methods for Change

- Exposure to different ideas
- Exposure to different cultures
- Experience/Practice
- Self reflection (e.g., logs, journals)
- Mentoring/Coaching
  360-degree assessment, shadowing
- Peer support