The Turning Point Leadership Development
National Excellence Collaborative

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

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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."

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What is a Collaborative Leader?

- Someone who safeguards and promotes the collaborative process.

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Who is a Collaborative Leader?

| Skills	Capacities
Conflict management	Uncertainty
Developing trust	Taking perspective
Communication	Self-reflection
Decision-making	Ego control
Creating safety	
Assessment	

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2

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.
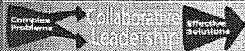
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# Six Practices of Collaborative Leadership
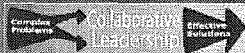
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Six Practices of Collaborative Leadership

- 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

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Six Practices of Collaborative Leadership

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4
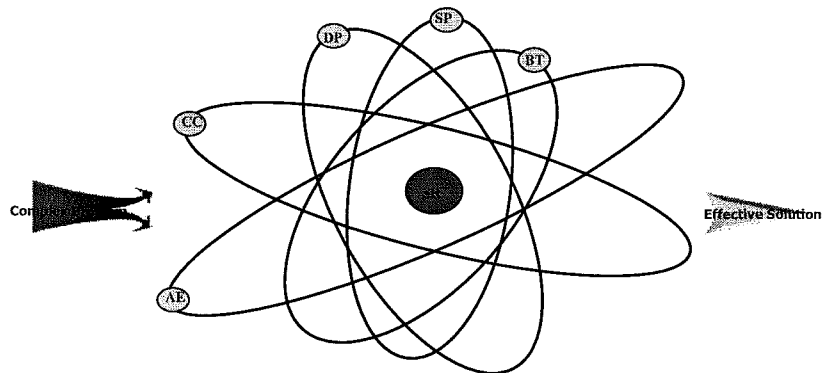
Creating Clarity

Creating Clarity

Definition - Being **clear** about the goals, direction, and envisioned future of a community for a particular issue.

Outcome - Committing to a cause that transcends the self; recognizing **ethical or moral standards** that provide guidance.

How - Integrating **personal vision into a shared vision** by finding common ground.

Means - **Mobilizing** people through a shared vision and positive action and sustaining the vision in difficult times.

Locus of Vision

Traditional Leadership:
- Solitary, charismatic leader provides inspiring vision
- Persuades others to align in support of vision
- Motivates others to achieve the vision

Collaborative Leadership:

Shared vision leads to mutual understanding and commitment.
Collaborative leaders:
- Provide inspiration
- Provide means for creating a shared vision
- Help stakeholders set the direction and move in that direction

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What is a Stakeholder?

- Any person, organization or entity that has a "stake" (vested interest) in determining the future of an issue or who is affected by the issue.

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6

Working Agreements

- Decision Making
- Disagreement/Conflict
- Power/Influence
- Interaction/Support
- Communications
- Problem Solving
- Time/Attendance
- Expectations About Productivity

Source: Ayre, Clough, and Norris, *Facilitating Community Change*, 2000.

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Shared Visioning Process

1. Develop personal vision of project.
2. Share visions in triads, refine and list common themes.
3. Record common values/themes among visions and post.
4. Group common themes, name groupings, check for alignment.
5. Write vision statement.

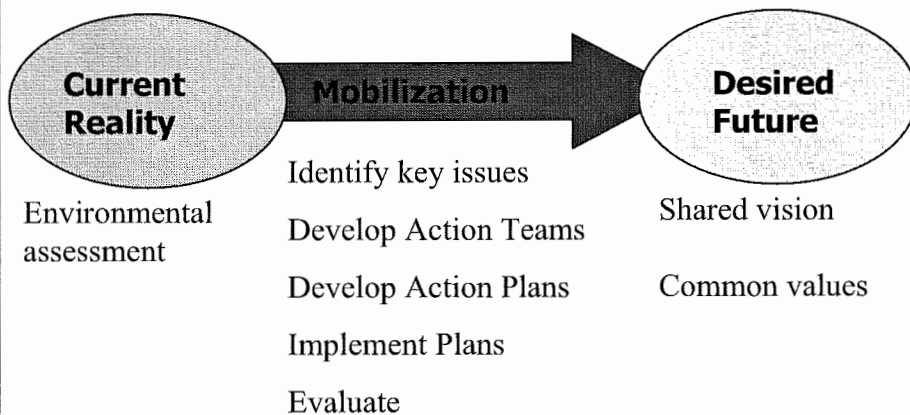Adapted from Chrislip. *Collaborative Leadership Fieldbook*, p. 109-110.

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What Visions Are Not

- A mission statement: "Why do we exist now?"

- A strategic plan: "How do we plan to get there?"

- A set of objectives: "We will accomplish X by Y time to Z% target audience."

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Creating Clarity Framework

Current Reality

Mobilization

Desired Future

Environmental assessment

Identify key issues

Develop Action Teams

Develop Action Plans

Implement Plans

Evaluate

Shared vision

Common values

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8