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

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.”
What is a Collaborative Leader?

• Someone who safeguards and promotes the collaborative process.

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>
<td></td>
</tr>
</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
Building Trust

Creating safe places for developing shared purpose and action.
Trust Building Checklist

- Practice focused listening
- Call each other by name
- Clearly identify purpose for gathering
- Let people know what is expected of them
- Identify time frame team will work within
- Balance process with product
- Ensure everyone has an opportunity to speak
- Use fair processes to get things done
- Have diverse representation of types of people
- Create working agreements

Methods for Change

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