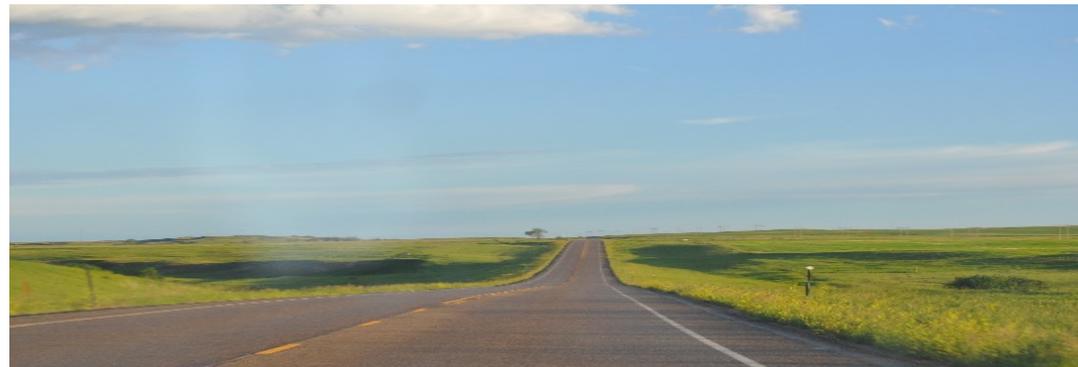


# Collaborative Leadership

*Take a visual journey of  
collaboration.....*



In collaborations, you seek this kind of synergy...



But sometimes get this...



You design a distributed power structure....



But it can feel like this.



You seek a shared sense of direction....



Because without it, this happens.



You want to feel this with your partners....



But sometimes you feel this.



So you prepare for it.



While the goal is to work in harmony....



There is usually herding....



...and pushing and pulling....



....and a few of these.....



But at the end of the day, its all about this.



# Session goals

- **Explore how collaboration is different than what you learned in *management 101***
- **Dig into some of the common challenges and learn about the key success factors**



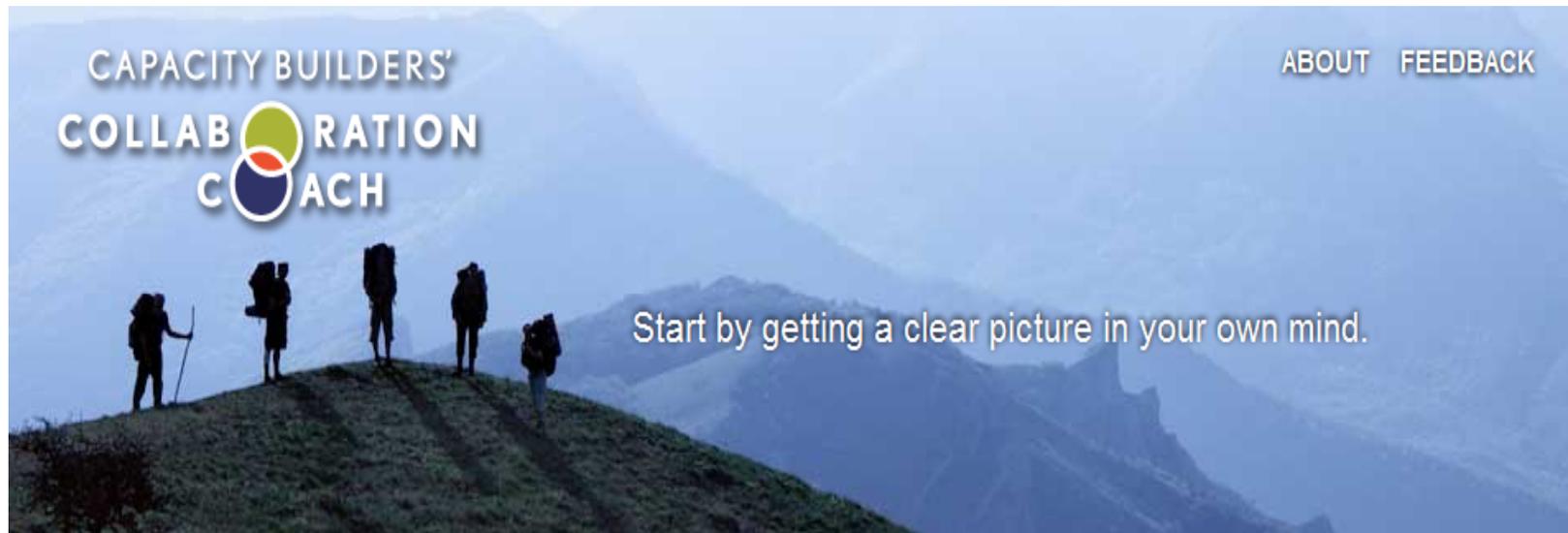
# *A Great Online Resource*

## *Collaboration Coach*

OCSA Capacity Builders

Go to:

<http://www.collaborationcoach.ca>



# Defining A Collaboration

- Where organizations come together to achieve a common goal that couldn't be achieved alone
- Used interchangeably with: *partnership, alliance, coalition, network, integration, collective impact....*
- It's more than just engagement strategies
- It is NOT the same as a merger or amalgamation.

There is a wide range of purposes and diverse forms of collaborations. It's important to understand the differences between one that is:

## Simple

*Like: making  
soup*



## Complicated

*Sending a rocket  
to the moon*

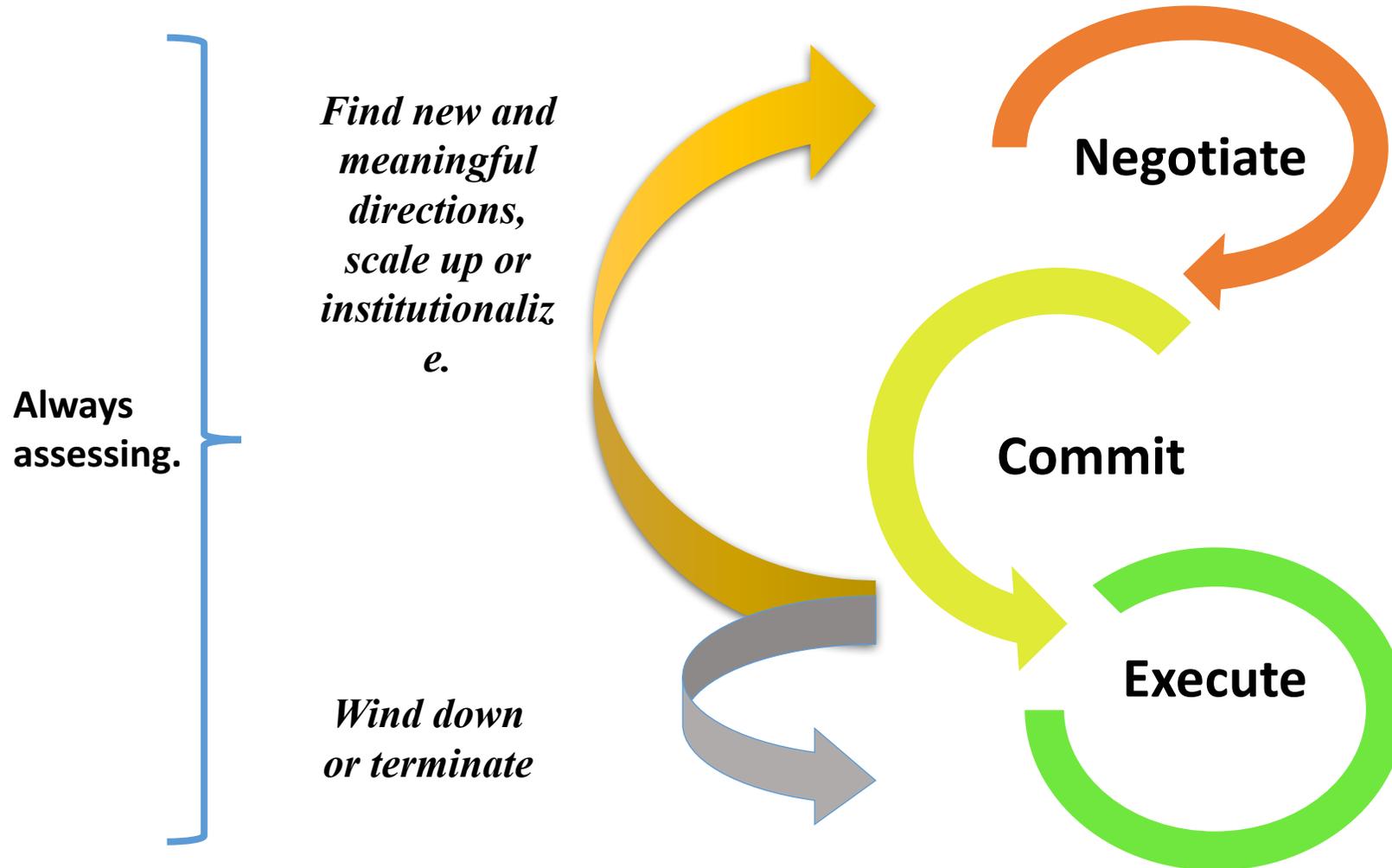


## Complex

*Raising  
a child*



**It's a continuous process with multiple stages, each requiring different processes and governance.**





**So what makes collaboration different than running an organization --- it's complex.**

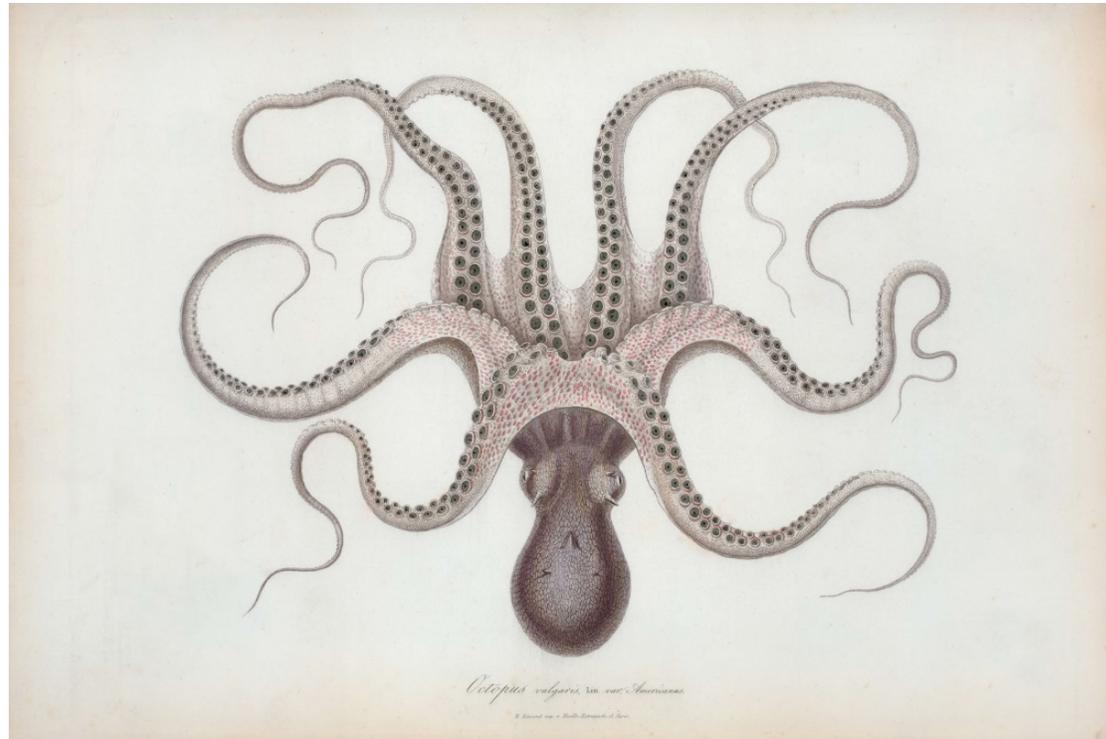
**Brings together multiple organizations, each with their own mandate, stakeholders, culture, processes and programs...**

**to work toward mutually beneficial outcomes...**

**with joint responsibility and accountability for success.**

**There isn't a single 'boss'.**

# It's like dancing with an octopus

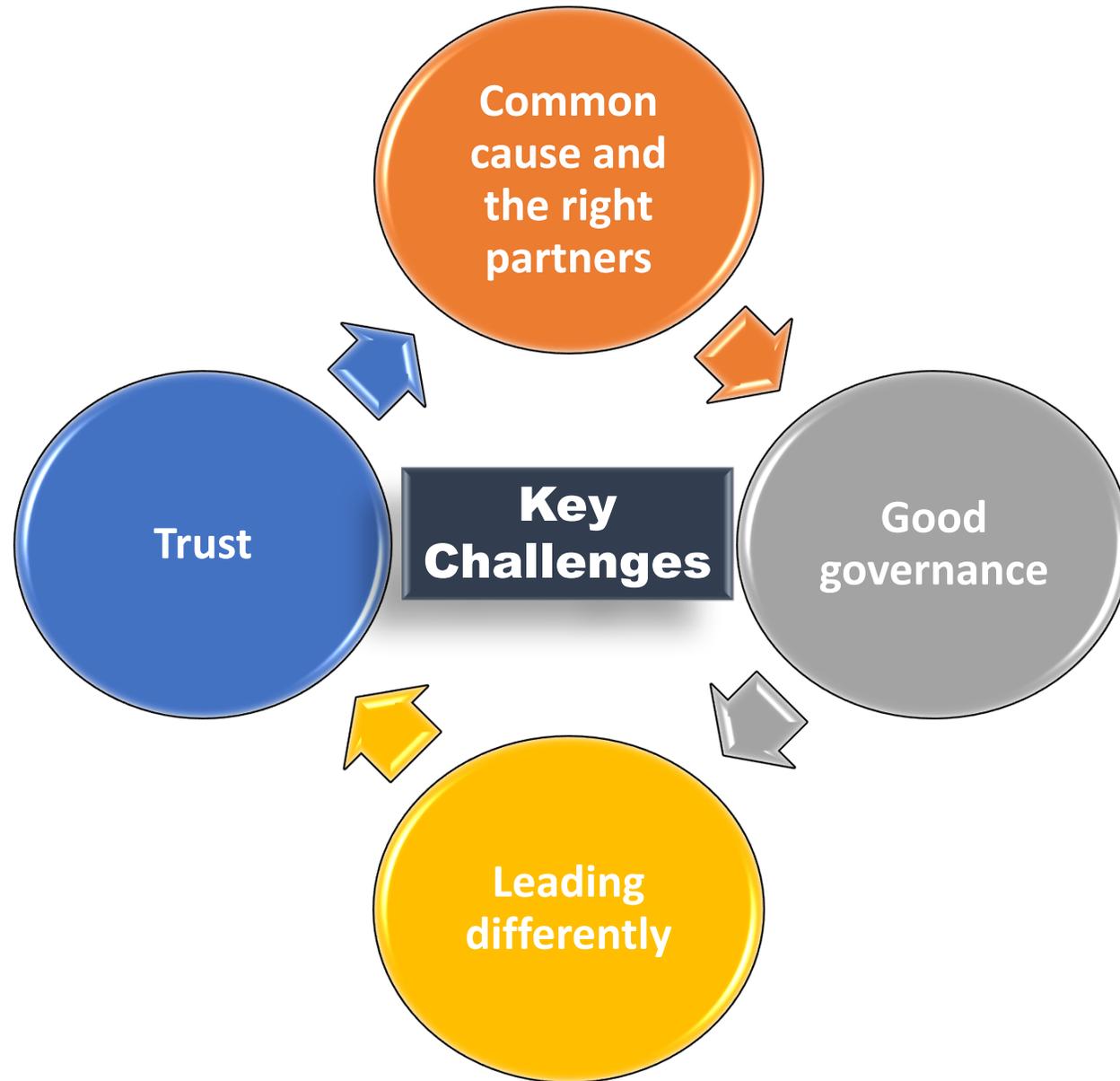


**A collaboration can't be forced. It's more organic than linear. They usually don't work if they are a shot gun wedding or if participants expect easy and quick results.**



# Here's what is tricky. *How do we:*

- *Commit to being accountable when we aren't fully responsible?*
- *Build consensus among multiple organizations, while being efficient and producing results?*
- *Manage risks while not being fully in control?*
- *Integrate systems and processes, when everyone thinks they have the best one?*



# Factors Influencing Successful Collaborations

*Strengthening Primary Health Care through Primary Care and Public Health Collaboration: Canada Foundation for Healthcare Improvement, 2012*

| Intrapersonal                            | Interpersonal                          | Organizational  | Systemic   |
|--|--|---|--|
| Personal qualities, knowledge and skills | Role clarity                           | Clear mandates, vision and goals for collaboration        | Supportive policies, funding models and incentives   |
| Personal values, beliefs and attitudes   | Effective communications               | Strategic coordination and communication mechanisms       | Harmonized information and communication; effective health service structures and decision-making frameworks |
|  | Trusting and inclusive relationships   | Organizational champions                                  | System champions   |
|  | Shared values, beliefs and attitudes   | Optimal use of resources                                  | Targeted professional education  |
|  | Effective clinical decisions processes | Collaborative approaches to programs and service delivery |  |

**Finding common cause by agreeing to shared outcomes for which each will be held accountable.**



# Common Cause:

**If you were designing the process to arrive at shared goals among the partners, what would be critical to your success?**



Common cause –

## Keys to Success:

**Start with a shared vision and make it bold.**

*Shared vision is not an idea. It is ...a force in people's hearts; a force of impressive power...it is compelling enough to acquire the support of more than one person...It is palpable. People begin to see it as if it exists.*

## **Common cause – more keys to success**

- **Determine that collaboration is the best way to achieve your vision. Maybe it's better to go it alone.**
- **Use reliable and thorough information to understand the issue and opportunities. Determine what planning and evaluation methodology will be used.**
- **Be clear about what each partner needs to accomplish to justify the investment by their own organization.**
- **Understand the collective context in which the collaboration operates.**
- **Ensure there is a sense of urgency; go where there is energy. Make the purpose compelling, but plausible.**
- **Align the expectation of what is to be achieved with a reasonable expectation of the resources available to do it**
- **Watch for jargon; agree to common language; keep putting the people served at the centre.**
- **Find the keystone outcomes – the most important leverage points for change.**
- **Create a roadmap, not a detailed plan. Show how each partner contributes to its accomplishment. Make space to fail and for unintended outcomes. Look for, but don't get seduced by, quick wins/fixes.**
- **Assign a facilitator.**

# Putting the right governance in place



## Create the best governance system and structure by answering the following questions:

- 1.** What is our shared understanding of what governance means in a collaboration (*because it's different than in an organization and may vary among participants*)?
- 2.** Are we clear about our shared purpose - because the form of governance should follow the function its intended to address (*keep in mind there is no one right model*)?
- 3.** What expectations, opportunities, restrictions, resources, accountability requirements and systems does each participant bring to the collaboration?
- 4.** What governance functions need to be fulfilled (*e.g. setting direction; engaging stakeholders; establishing processes; allocating resources*)?
- 5.** What is our organizing structure (*e.g. how formal; is there a 'lead'; what kinds of task groups are needed*)?
- 6.** How will we delineate and fulfill the roles and responsibilities (*be realistic*)?

# Building and maintaining trust

(subtitle: *dealing with power dynamics*)



## **Any of this familiar? Is so, you'll probably find issues of trust.**

- *Many of our meeting time is used up dealing with relational stuff.*
- *There are a lot of off-line conversations and elephants in the room.*
- *Some people don't contribute, but then are critical of how things are done.*
- *Our discussions can be more like contests than real dialogue.*
- *Only a few people are making all the key decisions (the lead is running things).*



## How to build and maintain trust

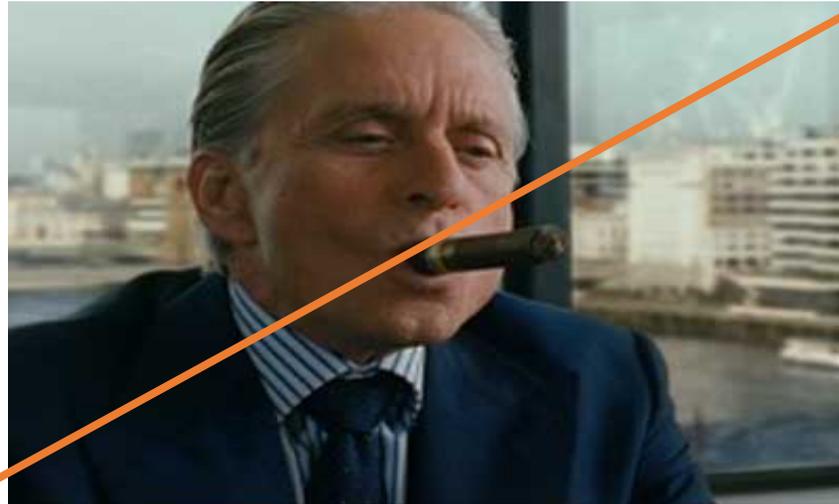
- ✓ Set compelling outcomes that are equally shared by everyone.
- ✓ Create clarity about expectations of each partner; appreciate different kinds of contributions.
- ✓ Don't just name the values, operationalize them.
- ✓ Declare self-interest, bias and assumptions in all significant conversations.
- ✓ Put in place a fair and transparent conflict management and dispute resolution process.

## How to build and maintain trust....

- ✓ Know the difference between dialogue and debate and welcome both.
- ✓ Reflect a lot. Build formal and informal evaluation. Turn failure into learning. Celebrate small and large successes constantly.
- ✓ Share useful information openly with every partner and partner organizations.
- ✓ Communicate a lot. Don't assume because you've communicated, that its understood.
- ✓ When there is conflict, understand the underlying issues. Work to resolve them in a fair and open way and if they can't, it's time to leave.

## Leading differently

***This is where I'm going.  
Who's with me?***



**In collaborations, everyone is a leader....**



# A different kind of leadership

| <b>Traditional Leaders</b>                                       | <b>Collaborative Leaders</b>   |
|--|--|
| <b>Believe that power comes from their position of authority</b> | <b>Understand the power of persuasion and shared aspiration</b>  |
| <b>Maintain control of information</b>                           | <b>Believe that the sharing of information and knowledge will enrich everyone</b>  |
| <b>Focus on results and the deliverance of the plan</b>          | <b>Focus on results but understands that the pathway may be in constant flux; gives up on some things in order to move forward on others</b> |
| <b>Want to get to solutions and action</b>                       | <b>Balance rigor and pragmatism with consensus building</b>  |

## A different kind of leadership

| <b>Traditional Leaders</b>                           | <b>Collaborative/Adaptive Leaders</b>                 |
|--|---|
| <b>Adhere to specific roles and responsibilities</b> | <b>Unleash diverse capacity, talents and passion</b>  |
| <b>Like clear lines of accountability</b>            | <b>Comfortable juggling multiple accountabilities</b> |
| <b>Believe their job is to provide solutions</b>     | <b>Allow solutions to emerge</b>                      |

# Recap: Keys to Success

- ❑ Start with you and your organization – do you have the right competencies? Does your organization have a collaborative culture?
- ❑ Set compelling and unifying goals that are kept at the centre of all decisions.
- ❑ Ensure those people who need to be in the room are in the room and empowered to make decisions. Then create deep ownership, not just buy-in, for results.
- ❑ Set reasonable expectations based on an ability to access and unleash the necessary competencies and resources.
- ❑ Design governance and processes to purpose - *form follows function*.
- ❑ Generate and continuously share thorough and credible information. Take time for reflection.
- ❑ Constantly invest in building and nurturing trust.
- ❑ Put it all in writing so it's not open to individual interpretation.



**In collaboration, the journey is as important as the result. Happy travelling.**



For more information:

<http://ignitenps.com>

Linda Mollenhauer

[mollenhauerl@rogers.com](mailto:mollenhauerl@rogers.com)