



Slide 1



Fundamental Concepts Harmony College West Las Vegas – Jan 25, 2015 Don Fuson




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Slide 2

What is your need related to Chapter Collaboration? (if not discussed today, then this “will be” a topic for the FWD Presidents’ Forum)

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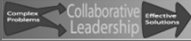
Networking – Exchanging information for mutual benefit.

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. (Himmelman)

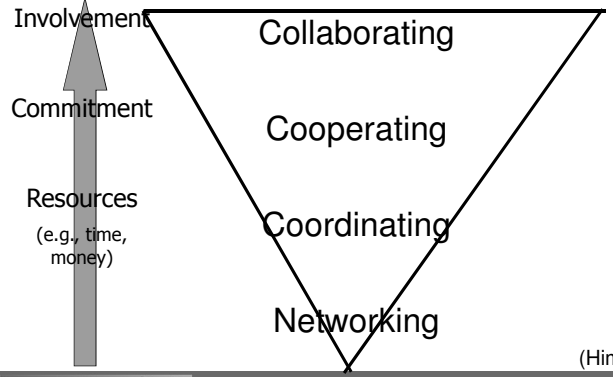
Competing – Exchanging some amount of information, but not “proprietary” information; altering activities to meet own needs; sharing resources minimally or with a “hidden agenda.”



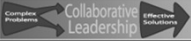
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Slide 4

Group Relationships



(Himmelman)



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Problem Types and Leadership Roles

Type	Problem	Solution	Locus of Work	Leadership Role
I	Clear	Clear	Expert- Leader	Expert - Leader Solves the problem
II	Clear	Unclear	Expert- Leader Group or Multiple Stakeholders	Expert diagnosis: Leader helps group problem solve
III	Unclear	Unclear	Group or Multiple Stakeholders	Leader helps group problem solve



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Leadership is.....

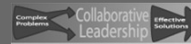
- A TRAIT and a PROCESS

Trait - the ability to exert influence and have others accept that influence producing change or performance

» Chrislip, Sweeny Chritian, Olsen, 2002

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

» Northouse, 1997



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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



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LEADERSHIP vs. AUTHORITY



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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



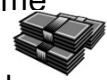
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Leadership Traits

- 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



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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

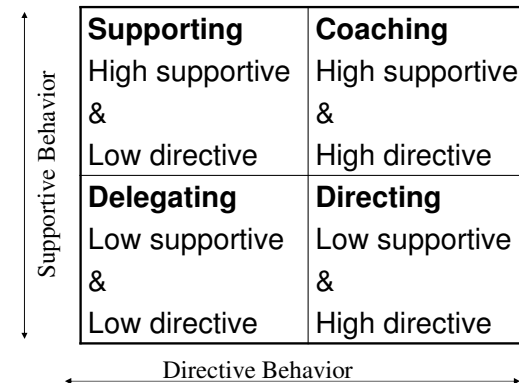
» Sorenson and Epps, 1996



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The Four Leadership Styles



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Talking Points

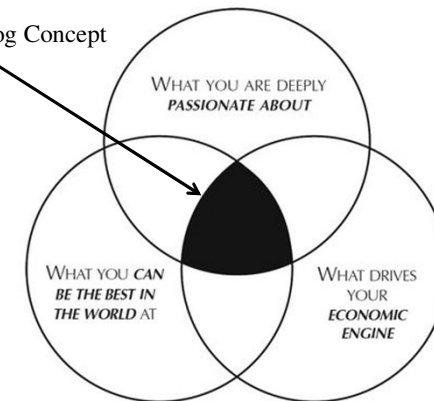
- Ego
- Deference
- Giving up control/power
- Courage
- Not a “traditional leadership” tactic



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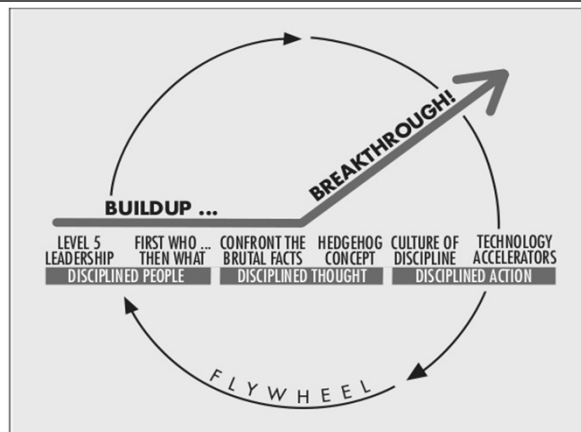
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Hedge Hog Concept



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Be a Quadrant II Leader

- **QUADRANT 1** – URGENT & IMPORTANT
- **QUADRANT 2** – IMPORTANT, BUT NOT URGENT
- **QUADRANT 3** – URGENT, BUT NOT IMPORTANT
- **QUADRANT 4** – NOT URGENT & NOT IMPORTANT

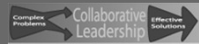


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Internal and External (Chapter) Collaboration Possibilities

- Examples of Internal Chapter Collaboration
 - .
 - .
 - .
 - .
- Examples of EXTERNAL Chapter Collaboration.
 - .
 - .
 - .
 - .
 - .



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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.



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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



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Context for Collaboration

- Identify the problem . . . OR Opportunity!
- Understand what makes leadership difficult
- Identify stakeholders
- Assess extent of stakeholder agreement
- Evaluate Chapter's capacity for change
- Identify where the problem/issue can be most effectively addressed

» Chrislip and Larson

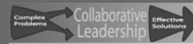


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What Makes Leadership Difficult

- 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*



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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



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Identifying Stakeholders

- Perspective
- Interests
- Implementation
- Cause and/or Effect
- Creating Change

Chrislip and Larson



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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



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Identifying Stakeholders

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



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Identifying Stakeholders

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



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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



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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

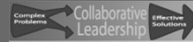


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Assessing Stakeholder Agreement

- 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



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Evaluating Chapter's Capacity for Change

- To what degree is there conflict, mistrust, and disunity among stakeholders?
- Do the skills necessary for collaboration exist in the Chapter? 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



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Evaluating Chapter's Capacity for Change

- Are there chapter members with the leadership skills necessary to start and sustain a collaboration process?
 - Who are they?
- Are there people or groups in the chapter that are able and willing to design and facilitate a collaborative process?
 - Who are they?

» Chrislip and Larson



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Evaluating Chapter'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



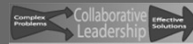
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Keys to Successful Collaboration

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

» Chrislip and Larson



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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 (SMART GOALS)

» Chrislip and Larson



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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

Successful achievement of interim goals/steps - Fuson



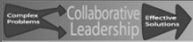
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Collaborative Leadership and Power (to Share)

- 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>



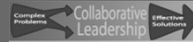
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Common Issues in Collaborative Leadership

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

» *Turning Point Expert Panel Stories* video series



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Qualities of Collaborative Leaders

- Capacity for maturity
- Capacity for patience
- Ego control
- Capacity for self reflection
- Capacity to handle uncertainty
- Tolerance for uncertainty



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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



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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>



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Traditional-Collaborative Leadership

<u>Traditional</u>	<u>Collaborative</u>
Top down	Self-governing
Few make decisions	Broad participation
Unilateral action	Guide & coordinate process
Win or shift power	Build relationships
Linear thinking	Systems thinking
Programs & products	Process
Charisma	Vision
Persuasive	Empathetic
Group falls apart if leader leaves	Group continues when leader leaves



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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.



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Six Practices of Collaborative Leadership Leader Qualities/Skills

Assessing the Environment	
Creating Clarity	
Sharing Power	
Self-Reflection	
Building Trust	
Developing People	



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Challenges

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

» *Turning Point Collaborative Leadership* video series



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Methods for Building Collaborative Leadership Skills

- Exposure to different ideas
- Exposure to different cultures
- Critical Reflection
- Experience / Practice



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Methods for Building Collaborative Leadership Skills

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



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Hand Washing Talking Points

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



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