



Fundamental Concepts



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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.

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 3

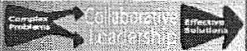
TEAM #1



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Slide 4

COALITION #2



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Slide 5

COLLABORATIVE #3



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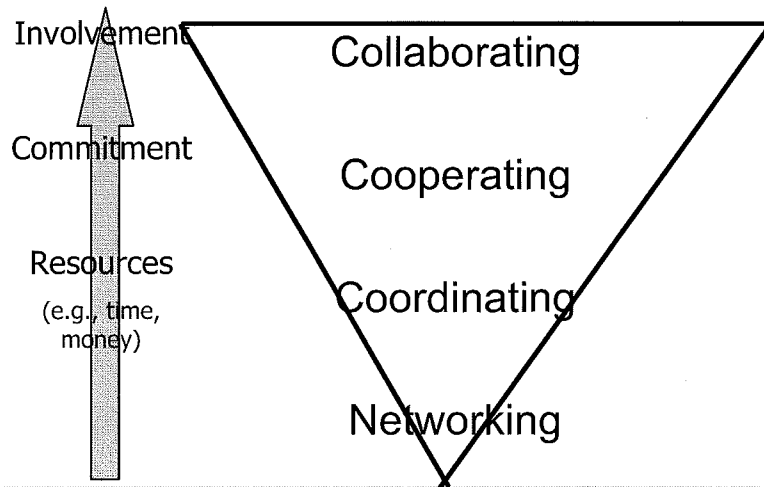
Slide 6

PARTNERSHIP #4



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Group Relationships



Problem Types

- **Type I: A broken leg**
- **Type II: Air pollution**
- **Type III: Problem drug use**



Instructions

1. Which leadership style is appropriate for this problem?
2. What leadership behaviors and skills do you want to see in a leader? Why?
3. Are typical problems in public health similar to the one you are discussing? How are they similar? Different?



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



What is Leadership?



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, Christian, Olsen, 2002

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

» Northouse, 1997



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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The Class of 80 Leaders Talking Points

- Leadership versus Authority
- All Leaders and No Followers



Who is a leader?



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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Temple Texas Talking Points

- What causes people to act?
 - Dissatisfaction with status quo

– Dr. King “All change comes from maladjusted people”



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What are some different Leadership Styles?



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Leadership Styles

- Directing
 - Focuses communication on goal achievement
 - Gives instructions (what goals to achieve and how)
 - Limited time on supportive behaviors

» Northouse, 1997



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Leadership Styles

- Coaching
 - Focuses communication on both goal achievement and people's needs
 - Gives encouragement
 - Asks for input
 - Ultimately, leader still makes final decision

» Northouse, 1997



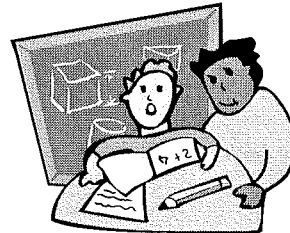
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Leadership Styles

- Supporting
 - Does not focus just on goals
 - Focuses on tasks to be accomplished
 - Uses supportive behaviors to bring out others skills

- Listening
- Praising
- Asking for input
- Giving feedback

» Northouse, 1997



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Leadership Styles

- Delegating
 - Offers less input and social support
 - Facilitates others' confidence and motivation to do tasks
 - Leader not as involved in planning, details, or goal clarification
 - » Northouse, 1997



The Four Leadership Styles

Supportive Behavior ↑	Supporting High supportive & Low directive	Coaching High supportive & High directive
	Delegating Low supportive & Low directive	Directing Low supportive & Low directive
	← Directive Behavior →	



Federico Peña Talking Points

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



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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.

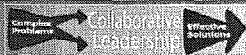


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Collaboration

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

» Chrislip and Larson



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Guinea Worm Project and Atlanta Project Talking Points

- Problem Type
- Consensus on Problem
- Top Down / Bottom Up or Both



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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
 - 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



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



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



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



Evaluating Community's Capacity for Change

- To what degree is there conflict, mistrust, and disunity among stakeholders?
- Do the skills necessary for collaboration exist in the community? 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 Community's Capacity for Change

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



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Evaluating Community'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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Where Key Issues Can Be Addressed Most Effectively

- Neighborhood
- Community
- City
- Region
- State

» 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

» 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

» Chrislip and Larson



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Characteristics of Successful Collaboration

- Opportunity to participate in decision making
- Quantity of information exchanged
- Quality of information exchanged
- Handling of conflict
- Shared vision and values
- Satisfaction with the project
- Commitment to the project

» Mizrahi and Rosenthal, 2001; Larson, 2002



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Characteristics of Successful Collaboration

- Achieves the goal
- Gains recognition from (social change) target
- Gains community support
- Creates lasting network
- Attains longevity
- Acquires new skills

» Mizrahi and Rosenthal, 2001; Larson, 2002



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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



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Collaborative Leadership

- 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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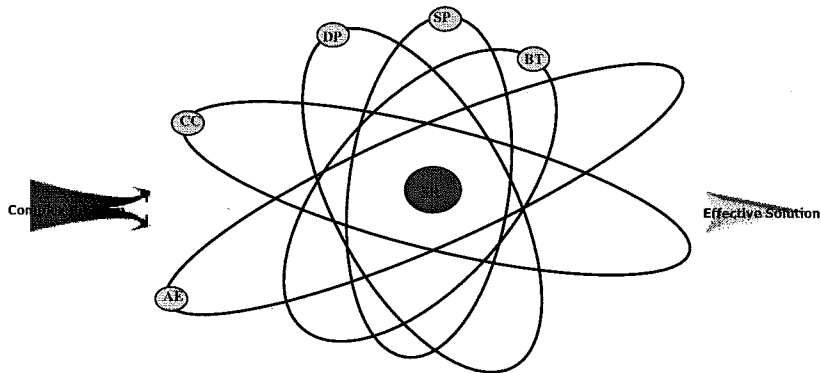
Traditional-Collaborative Leadership

<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 of Collaborative Leadership



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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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Why Six Practices ?

- 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 Leader Qualities/Skills

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



Faith and Health Letter Talking Points

- Shared vision
- Public statement of commitment
- Vulnerability



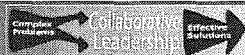
Army, Mojave Desert Talking Points

- Continually assess progress
- Feedback results to collaborative participants
- Feedback results to community
- Use results to improve efforts



Northern Ireland Talking Points

- Agree to disagree
- Ground rules
- Tape recorded meetings



Guatemala Talking Points

- See through eyes of others
- Storytelling



The Kitchen Table Talking Points

- Creating a safe place
- Trust
- Open communication



Erase the Hate Talking Points

- Make the most of opportunity
- Students became the leaders



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Kids Can't Fly Talking Points

- Agreement on Problem/Issue
- Trust
- Opportunity
- Showing Results

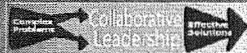


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Challenges

- Doing more with less
- Mandates from “above”
- Rapid change
- Complexity of issue

» *Turning Point Expert Panel Stories* video series



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Challenges

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

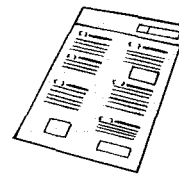
» *Turning Point Collaborative Leadership* video series



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Assessment Tools and Methods

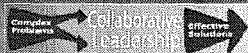
- 360-Degree Feedback
- Leadership Practices Inventory
- Myers-Briggs Type Indicator
- Blanchard's Leader Behavior Analysis



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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



Hand Washing Talking Points

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

