

**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.



Who is a Collaborative Leader?

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



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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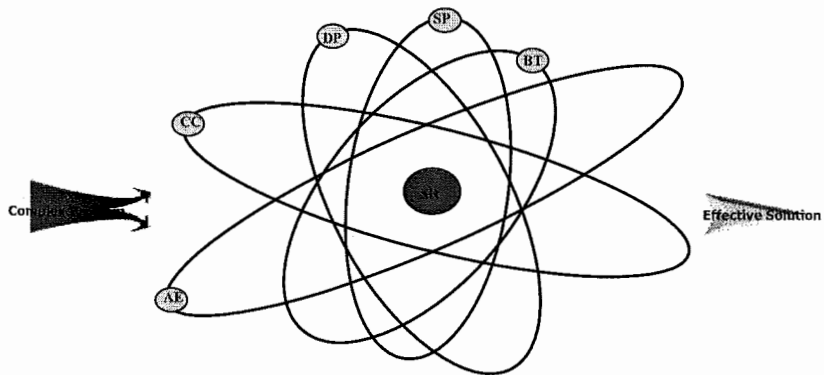
Six Practices of Collaborative Leadership

- 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

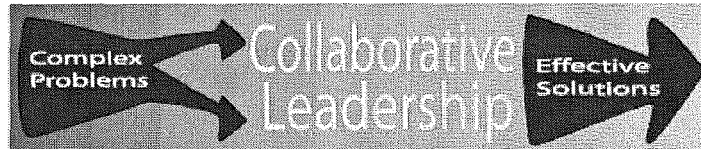


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Six Practices of Collaborative Leadership



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Developing People



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Developing People

Bringing out the best in others

- Realize and promote the potential present in other people;
- Give up ownership or control;
- Maximize the use of other people's talents and resources;
- Use coaching and mentoring to create power, which increases leadership capacities;
- Build confidence by setting goals and receiving performance feedback.



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Mentoring

A process in which an experienced individual helps another person develop his or her goals and skills through a series of time-limited, confidential, one-to-one conversations and other learning activities; long-term career development focus.

Source: Center for Health Leadership and Practice, 2002



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Coaching

An activity that results in the improvement of skills, capacity, and performance; short-term skills focus.

(Center for Health Leadership and Practice, 2002)



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Sage on the Stage → Guide on the Side

	From	To
Learner's Role	Passive; chosen by higher-up	Active Partner; Seeks and develops relationship
Developer's Role	Authoritarian-Directive	Facilitating-Supportive
Relationship	One-on-one	Multiple mentors/coaches over a lifetime; multiple models: peers, individual, group
Learning Process	Developer responsible for learner's learning	Self-directed; learner's responsibility
Length of Relationship	Calendar focused	Goal focused
Focus	Product-oriented; transferring knowledge	Process oriented; critical reflection before application



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Methods for Change

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



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