

Collaborative Leadership



Partnership & Community Collaboration Academy
Managing by Network

© Liz Madison, Instructor

Collaborative Leadership

“If you bring the appropriate people together in constructive ways with good information, they will create authentic visions and strategies for addressing the shared concerns of the organization or community.”

~ David Chrislip and Carl Larson

When and How to Use Collaborative Leadership

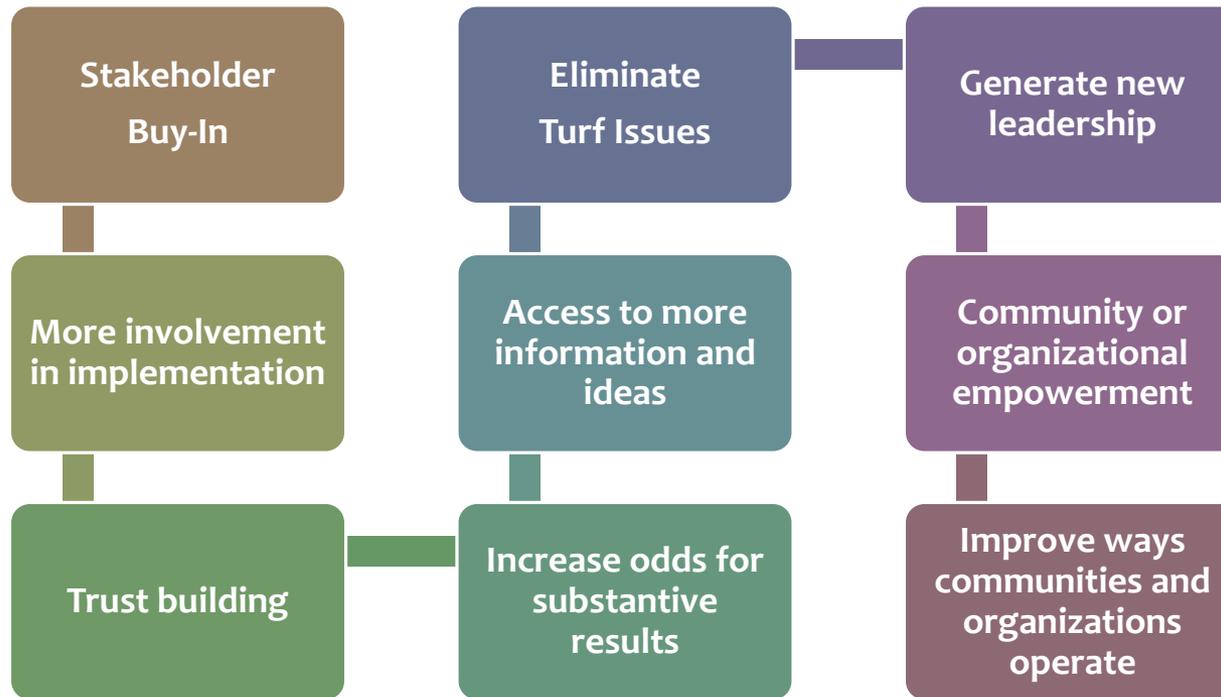
When to Use Collaborative Leadership:

- ❖ when no one person or entity is in charge
- ❖ The issues or problems so complex that no one person or entity can provide a solution

Characteristics of Collaborative Leadership

- ❖ **Collaborative problem-solving and decision-making.** It's not the leader's job to decide what to do and then tell the group. Rather, the group considers the problem, decides what to do, and counts on the leader to help them focus their effort.
- ❖ **Open process.** The process of decision-making is truly collaborative, and has no set end-point when it begins. The end result is worked out among all the participants.
- ❖ **Leadership of the process, rather than the group.** The purpose of collaborative leadership is to help the collaborative process work, rather than to lead the people involved toward something - to a particular decision, for instance, or in a particular direction

Collaborative Leadership Advantages



Collaborative Leadership Challenges

It's time-consuming.

It demands the ability to face conflict directly and mediate it to a resolution acceptable to everyone.

It may mean trying to overcome resistance to the whole idea of collaborative leadership.

It can lead to groups taking what seems to you to be the wrong path.

It demands that leaders subordinate their egos.

Collaborative Leadership Checklist

1	Lead the process, not the people.
2	Help the group set norms - for meetings, communication, and general operation - that it can live by, and that encourage respect, participation, and trust.
3	Assure that everyone gets heard.
4	Encourage and model inclusiveness.
5	Help people make real connections with one another.
6	Mediate conflicts and disputes.
7	Help the group create and use mechanisms for soliciting ideas.
8	Maintain collaborative problem-solving and decision-making.
9	Help the group choose initial projects that are doable, in order to build confidence and demonstrate collaborative success.
10	Help the group identify and obtain the necessary resources to do the work.
11	Insist on and protect an open process.
12	Keep the group focused on what's best for the organization, collaborative, or community as a whole, rather than on individual interests.

Communication Styles



Individual



Interpersonal



Group



Assess the communication styles of group members.
Build upon strengths and proactively address incompatibility.

Collaborative Leadership: Part I

Definition

Enables people to join together from different units or organizations to accomplish a task that none of them could accomplish individually; leads as a peer, not a superior



How do you create a shared vision and set the stage for cooperation?

Dreams

Hopes

Intentions

Commitment



Invite the group to express:

- Where they are going?
- Why they are going there?
- What will be the desired outcome?
- How each will contribute?

V M G R

Critical Foundation of Group Dynamics

Dreams

Hopes

Intentions

Commitment

Vision

Mission

Goals

Roles



Deep Dive

Explore the Foundations for Strong Collaboration, 17 min video with **Cate Bradley, MLA, Ph.D., Collaboration Clinics and RTCA, NPS**

Partnership & Community Collaboration

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Managing Collaboration

Foundations for Strong Collaboration

Foundations for Strong Collaboration

16:51 HD

Foundations for Strong Collaboration from LandsResources on Vimeo.

Cate Bradley, MLA, Ph.D.
Landscape Architect,
Collaboration Clinics
Rivers, Trails and Conservation
Assistance Program, NPS

Collaborative Leadership: Part II

Definition

Encourages and facilitates cooperation, pride, trust, and group identity; fosters commitment and team spirit towards mission accomplishments

What strategies do you use?



Mormon Pioneer National Heritage Area

Collaborative Leadership: Part III

Definition

Works with others to achieve goals and realize a sense of shared accomplishments and rewards



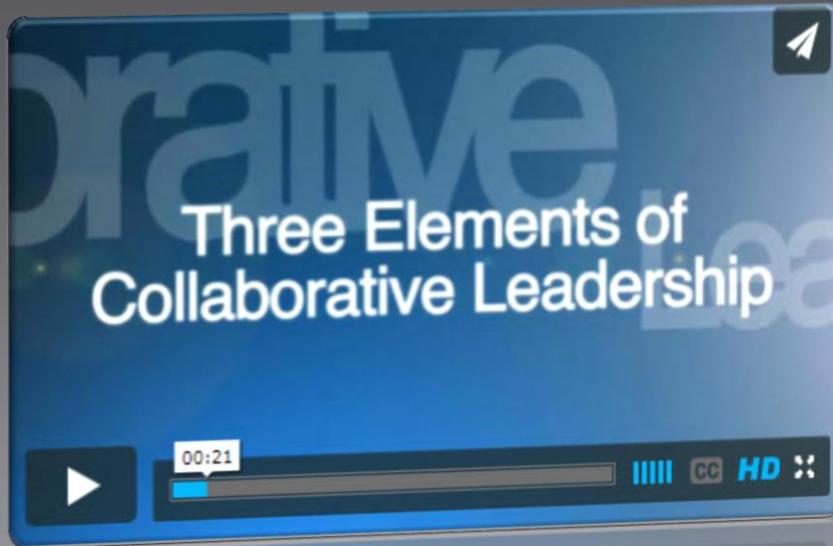
Abraham Lincoln National Heritage Area

List 3 target audiences important to your agency's partner.

Describe how your partner talks with each audience about their partnership work with you and your agency.



Lackawanna Valley National Heritage Area



4 min video overview
with Liz Madison

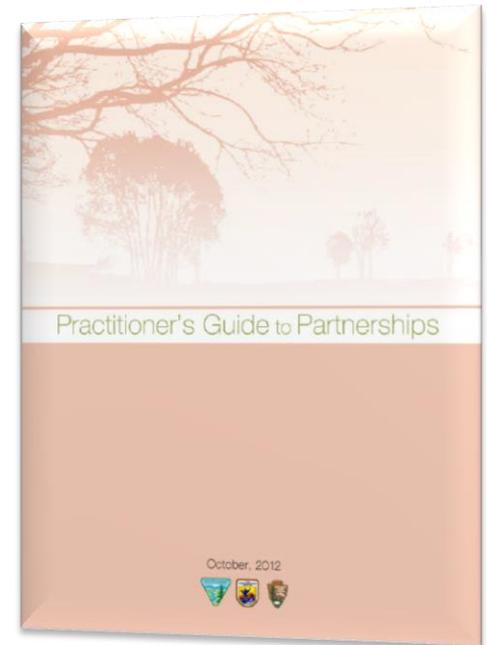
<http://www.partnership-academy.net/video-studio/collaborative-leadership/>



1. Invite participation
2. Foster cooperation
3. Share accomplishments

Book Shelf

- ❑ **Leadership for the Common Good: Tackling Public Problems in a Shared-Power World**, Bryson, M., & Crosby, B., San Francisco: Jossey-Bass Publishers
- ❑ **Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference**. Chrislip, D., & Carl, E., San Francisco: Jossey-Bass Publishers
- ❑ **Governing by Network: The New Shape of the Public Sector** by Stephen Goldsmith and William D. Eggers. *Innovations In American Government, John F. Kennedy School of Government, Harvard University and the Brookings Institution Press*
- ❑ **Six Thinking Hats** by Edward de Bono, *Little Brown and Company*
- ❑ **Getting to Yes, Negotiating Agreements Without Giving In** by Fisher, R., Ury, W. and Patton, B., *Penguin Books*
- ❑ **Crucial Conversations: Tools for Talking When the Stakes Are High** by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler, *McGraw Hill*



- ❖ **Practitioner's Guide to Partnerships Presented by BLM, USFWS and NPS 2012**