

The Collaborative Leader

***“I am a leader...
We are all leaders...
There is collaborative work to do...
Let’s all work together and get on with it!”***



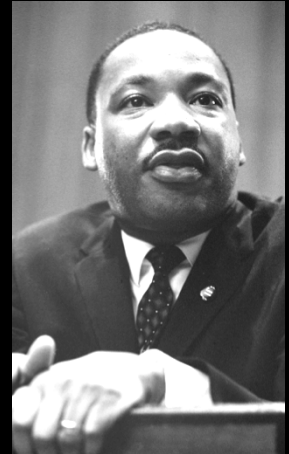
Tamarack is a charitable organization dedicated to helping citizens work and learn together across sectors to build caring, prosperous and healthy communities. Through its Learning Centre, Tamarack works with its partners to build on their experience and develop practical tools, resources and learning techniques that can strengthen local efforts to address community issues.

For more information on Tamarack, see our website at www.tamarackcommunity.ca.



What is a great leader?

- Does context have anything to do with it?
- Is there a right leadership technique? If so which technique or process is the best one?
- Is leadership about results? In other words, do the ends justify the means?



Can we agree?

On a simple concept:

- Leadership is what it is to me.
- In other words, there is no right way or wrong way to be a leader.
- Leadership is a journey.
- Our leadership is always developing and is shaped by our personal and collective experience.



The Study of Leadership

Our understanding of leadership is evolving

- **The Great Leader** – Churchill, Kennedy, Oprah, Martin Luther King, Gandhi
- **Leadership Traits or Behaviors** – planning, organizing, problem solving, clarifying roles, informing, monitoring, inspiring, consulting.
- **Relationships** – enabling, enlisting, entrusting, engaging, and envisioning
- **Servant Leadership** – serving the needs of followers...do those served grow as persons. (Greenleaf)
- **Transformational Leadership** – those that help people believe the impossible
- **Participatory Leadership** – we are all leaders, self knowledge, teams, self managed work teams, networks, etc. (Wheatley, Senge, DePree)
- **The Collaborative Leader**

David Chrislip

- 1. Good timing and clear need.** Some stakeholders were ready to act with a sense of urgency.
- 2. Strong stakeholder groups.** Well-organized, they could speak or act for those they represented.
- 3. Broad-based involvement.** There were many participants, from several sectors.
- 4. Credibility and openness of process.** Participants saw the process as credible, as fair (not tilted to any one group), as open (not excluding any important stakeholders), and as meaningful (making or influencing real decisions, not just rubber-stamping).
- 5. Commitment and/or involvement of high-level, visible leaders.** Mayors, CEOs, city council members, and executive directors either attended or openly backed the process and gave decision making power to their representatives.
- 6. Support or acquiescence of "established" authorities or powers.** City councils, mayors, chambers of commerce, and the like agreed to implement the results of the collaboration - at least in part because they were involved from the start.

David Chrislip

- 7. *Ability to overcome mistrust and skepticism.*** The initial mistrust of the participants- of each other or of the process - decreased over time.
- 8. *Strong leadership of the process.*** Leadership of the *process*, rather than of a particular point of view, included keeping everyone involved through difficult periods, acknowledging small successes, helping negotiate the hard points, and enforcing group norms.
- 9. *Interim successes.*** Successes along the way built credibility and momentum, provided encouragement to the stakeholders, and helped keep them involved.
- 10. *A shift to broader concerns.*** Through the process, people came to see how necessary it was that they focus on the needs of the whole community, not just of their particular constituency.

Jeffrey Luke

- **Raising Awareness:** Effective public leaders focus the public's attention on an issue. They are "advocates for issue emergence, not necessarily strong advocates for a particular solution or policy position" (1998, p. 41). An important aspect of this task is framing issues in ways that raise attention and urgency and invite a diverse group of stakeholders to join efforts to address the issue.
- **Forming and Facilitating Working Groups:** Public leaders are also conveners. They bring people together to address a common problem. They "use their knowledge of the particular issue, knowledge of stakeholders' interests, personal contacts and networks, and personal credibility to convince key stakeholders that participation in the effort is worthy of their involvement" (1998, p. 67).

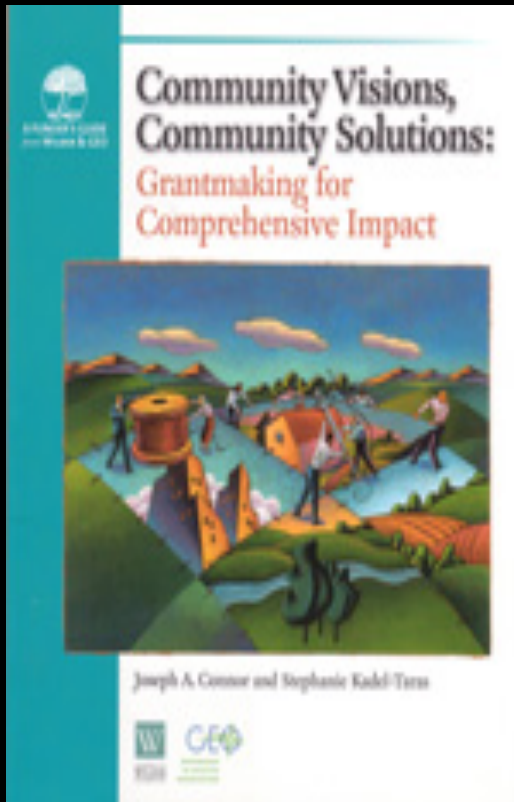
Jeffrey Luke

- **Thinking and Acting Strategically to Create Strategies:** After bringing people together around an issue, public leaders facilitate a process of "stimulating multiple strategies and options for action." While they may not be at the head of a working group, they do build and nurture the group process so that the group can be effective. They focus the group on deliberation and mutual learning and maintain a fair and open process. They also focus the group on identifying outcomes and options and making commitments (1998, p. 121).
- **Sustaining Action:** Public leaders also help implement strategies and maintain the momentum of the working group. Effective working groups need people willing and able to "keep the fire burning." This is the most difficult task of catalytic leadership and requires more than one "leader." Catalytic leaders identify the sparkplugs necessary for sustaining action and help "institutionalize cooperative behavior." They become "network facilitators" who help groups maintain focus on outcomes, build trust, continuously learn, and otherwise strengthen the joint effort (1998, p. 146).

Brenda Zimmerman

- View your system through the lens of complexity
- Build a good-enough vision
- When life is far from certain, lead with clockware and swarmware in tandem
- Tune your place to the edge
- Uncover and work with paradox and tension
- Go for multiple actions at the fringes, let direction arise
- Listen to the shadow system
- Grow complex systems by chunking
- Mix cooperation with competition

An Interview with Jay Connor



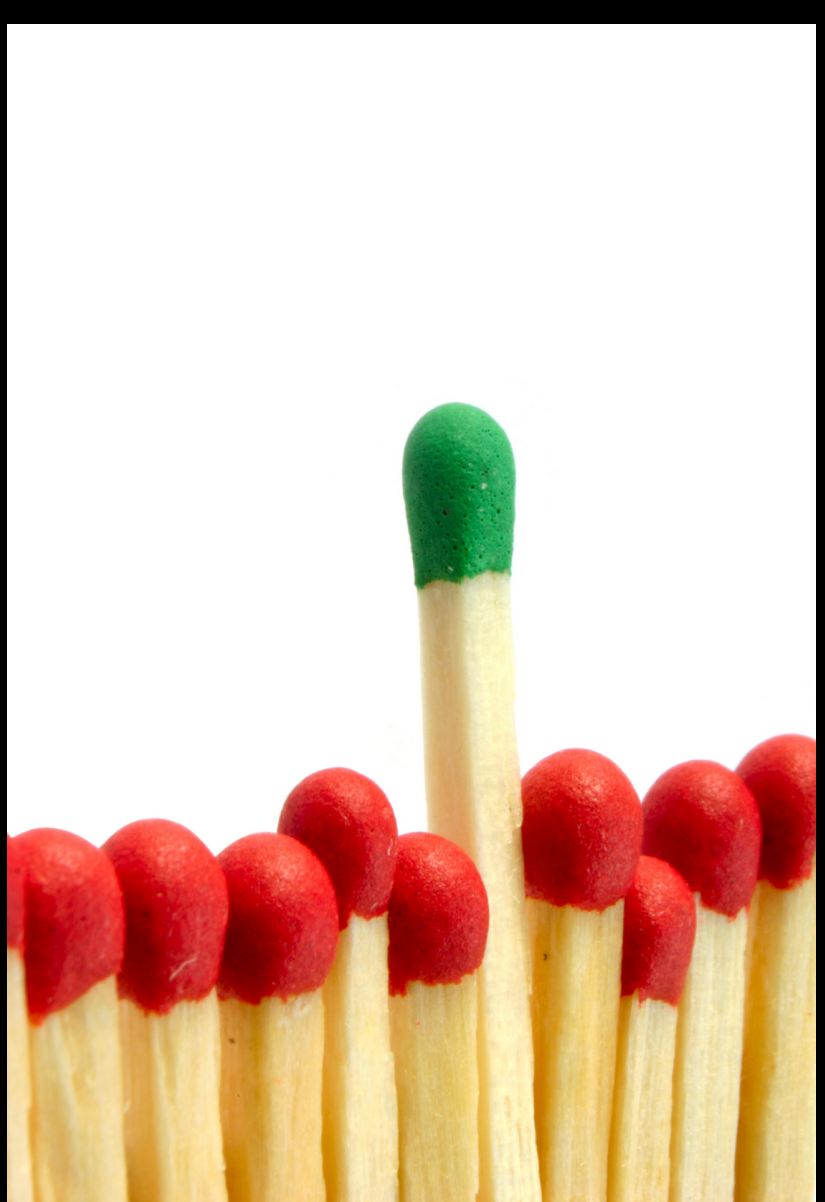
Joseph A. "Jay" Connor, JD/MBA, is the Founder/CEO of The Collaboratory for Community Support. He has extensive leadership experience in the business, nonprofit, and public policy arenas. His major interest is in crossing the borders between these sectors and articulating their interdependence for the benefit of community dialogue and system effectiveness. His unique pool of twenty years experience provides a framework from which to draw solutions and perspective on the major issues that will be confronting our communities and leaders in the years to come.

Collaborative Leadership

- How is collaborative leadership different than being a leader?
- What are some unique challenges about collaborative leadership?
- Is there a distinct advantage?



The Leadership Lens



Images vs.
Competencies?

- Images can help us understand concepts
- Each concept can become a body of practice

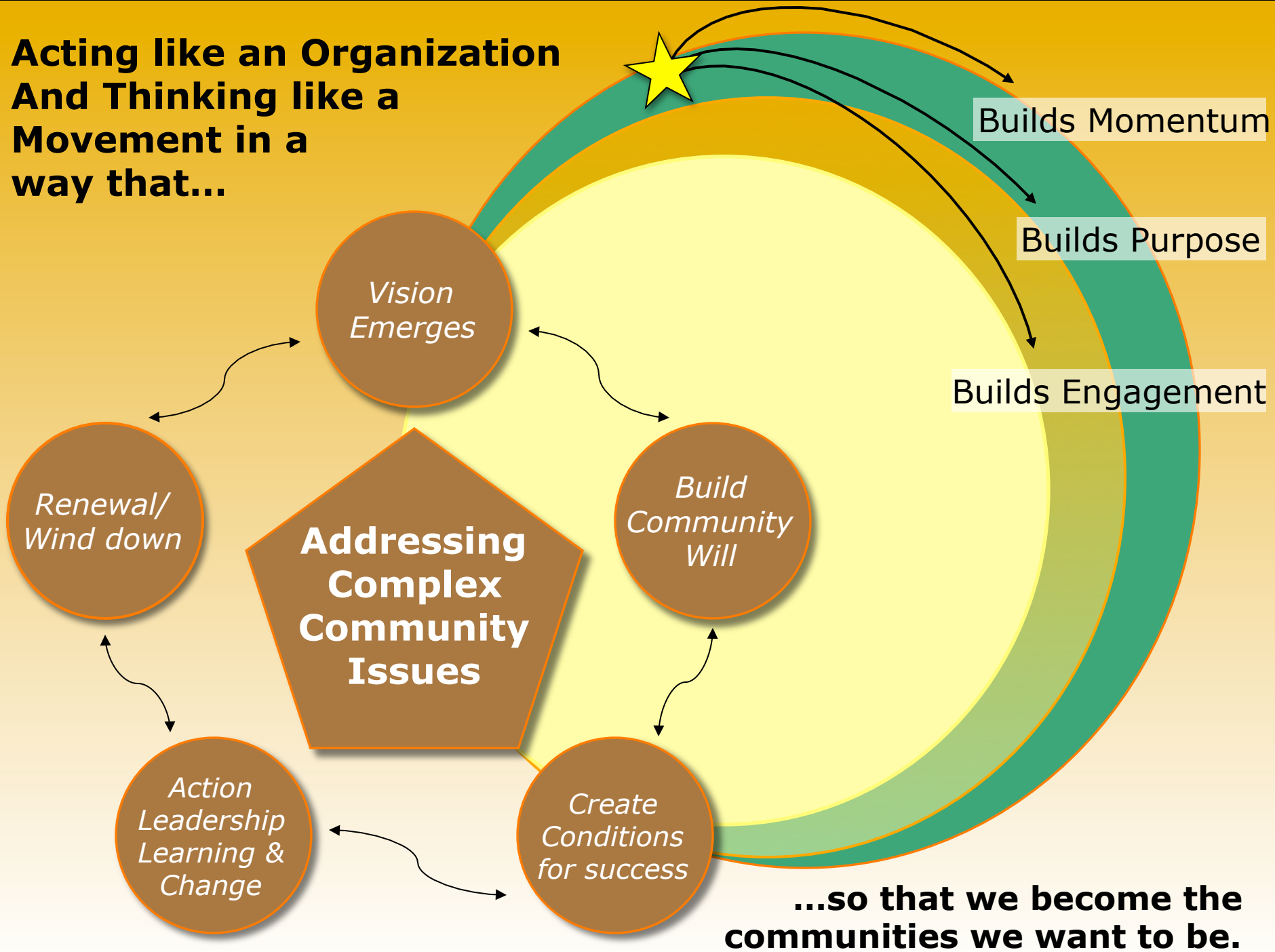
The Leadership Lens

- 1.** Take a look at the images you brought. What do they say about the collaborative leadership work that needs to be done? Is there a tension in the image? A contradiction? A paradox? Is it a simple image? Give each image a name.
- 2.** Use the images you brought. Work in your pods to build a collage by grouping the images and then describing them in one, (preferred) but no more than three, words. As you submit your pictures share why you have chosen this picture and describe how your understanding of leadership lives in this image.

The Leadership Lens

- 3.** When you have finished your collage:
 - Appoint two ambassadors - keepers of the ideas.
 - Pick two tables other than your own and visit for 5 minutes each to see and hear the description of leadership.
 - Ambassadors take turns.

Acting like an Organization And Thinking like a Movement in a way that...



Images of Leadership

- The Bridging leader
- Leadership as Energy
- The Tango
- Jazz
- Seeing the Forest and the Trees
- Dominoes as Art



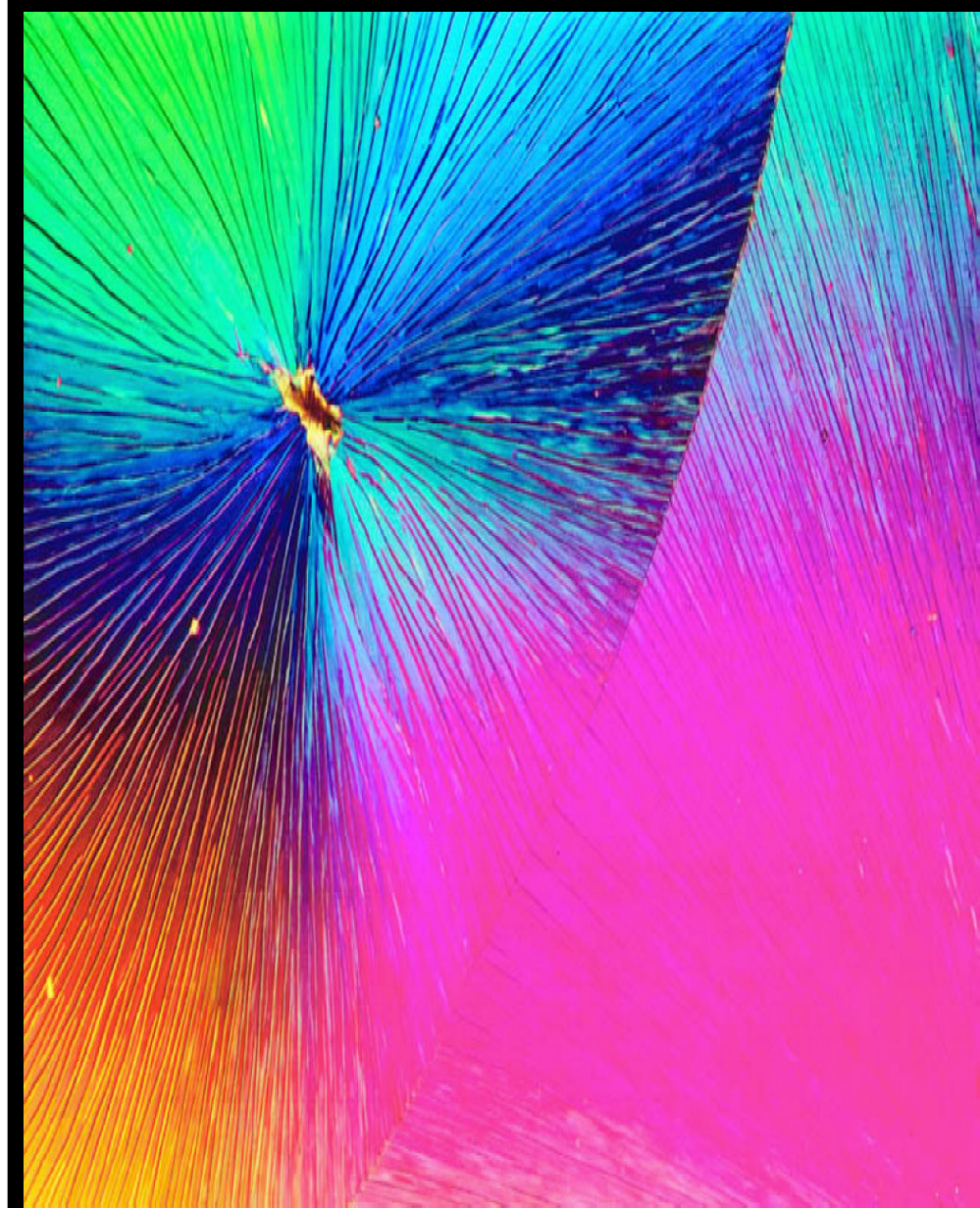
The Bridging Leader

- The Community Connector
 - Connecting/
enabling
 - Significant
approach for
funders/
United Way



Leadership as Energy

- Capturing, mobilizing and directing/reflecting human and system energy
- Helpful in leading groups through process



The Tango

- The tension in-between leading and following
 - We lead by forming a collaboration - then we follow as people in the collaboration lead



Jazz

- Leadership as Improvisation
 - A very useful collaboration metaphor



Seeing the Forest and the Trees

- Big picture and details
- Seeing how every action relates to the whole
- Strategic yet global thinking



Dominoes as Art

- Seeing patterns
- Relentless incrementalism with a big purpose



Exercise – Images

1. Consider the images of collaborative leadership you have seen today - which ones resonate with you?
2. Have other images emerged for you? Describe.
3. Pick a partner from your group.
 1. Describe yourself as a collaborative leader
 2. Using the images of collaborative leadership that you have seen/heard about today, choose a few that resonate with you and share why
 3. What implications do these images have for your personal leadership and the leadership of the collaborative you are part of?

A Closing Thought

We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all directly.

Martin Luther King Jr.

