



**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.



Six Practices of Collaborative Leadership



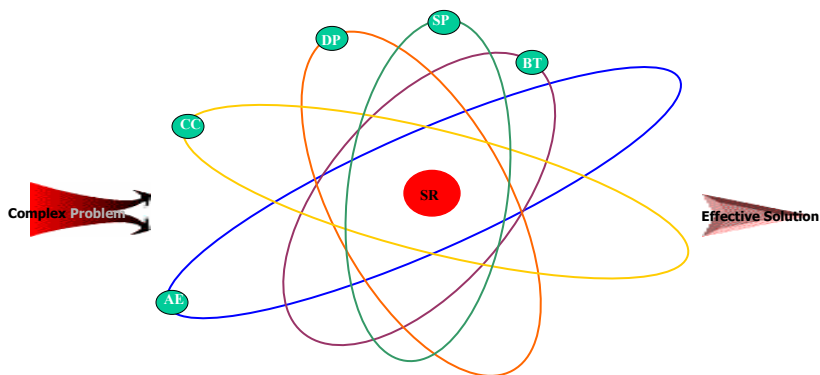
Six Practices of Collaborative Leadership

- 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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Creating Clarity



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Creating Clarity

Definition - Being **clear** about the goals, direction, and envisioned future of a community for a particular issue.

Outcome - Committing to a cause that transcends the self; recognizing **ethical or moral standards** that provide guidance.

How - Integrating **personal vision into a shared vision** by finding common ground.

Means - **Mobilizing** people through a shared vision and positive action and sustaining the vision in difficult times.



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Locus of Vision

Traditional Leadership:

- Solitary, charismatic leader provides inspiring vision
- Persuades others to align in support of vision
- Motivates others to achieve the vision

Collaborative Leadership:

Shared vision leads to mutual understanding and commitment.

Collaborative leaders:

- Provide inspiration
- Provide means for creating a shared vision
- Help stakeholders set the direction and move in that direction



What is a Stakeholder?

- Any person, organization or entity that has a “stake” (vested interest) in determining the future of an issue or who is affected by the issue.



Working Agreements

- Decision Making
- Disagreement/Conflict
- Power/Influence
- Interaction/Support
- Communications
- Problem Solving
- Time/Attendance
- Expectations About Productivity

Source: Ayre, Clough, and Norris, *Facilitating Community Change*, 2000.



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Shared Visioning Process

1. Develop personal vision of project.
2. Share visions in triads, refine and list common themes.
3. Record common values/themes among visions and post.
4. Group common themes, name groupings, check for alignment.
5. Write vision statement.

Adapted from Chrislip, *Collaborative Leadership Fieldbook*, p. 109-110.



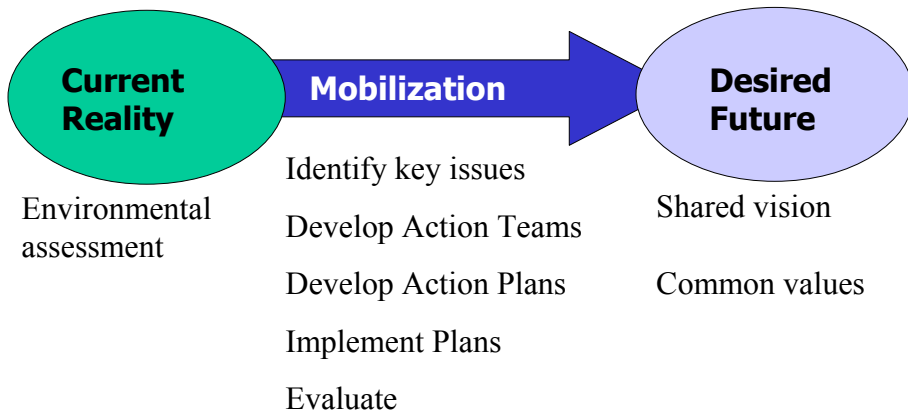
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What Visions Are Not

- A mission statement: “Why do we exist now?”
- A strategic plan: “How do we plan to get there?”
- A set of objectives: “We will accomplish X by Y time to Z% target audience.”



Creating Clarity Framework



Methods for Change

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