

A Basic Guide to Collaborative Leadership



Thoughts on Collaborative Leadership

The old guard in any society resents new methods, for old guards wear the decorations and medals won by waging battle in the accepted manner.

Martin Luther King Jr.

We must be the change we wish to see in the world.

Ghandi

It is not enough to be compassionate. You must act.

Dalai Lama

Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it's the only thing that ever has.

Margaret Mead

We think too small. Like the frog at the bottom of the well. He thinks the sky is only as big as the top of the well. If he surfaced, he would have an entirely different view.

Washing one's hands of the conflict between the powerful and powerless means to side with the powerful, not to remain neutral.

Mao Tse-Tung

When spider webs unite, they can tie up a lion.

Ethiopian proverb

Be the guide on the side, not the sage on the stage.

Paulo Freire

Alone we can do so little, together we can do so much.

Helen Keller

The journey of a thousand miles begins with the first step.

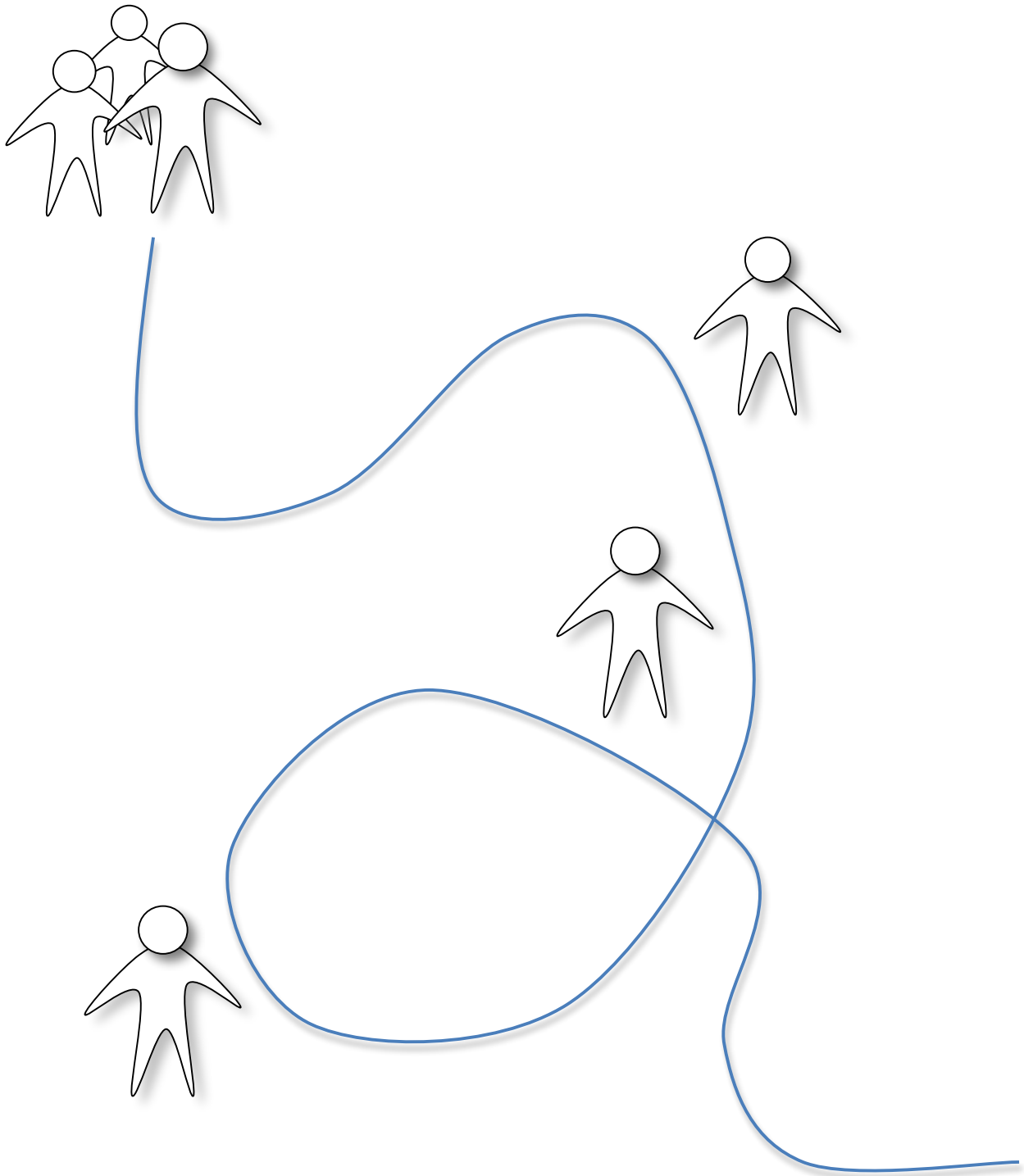
Lao Tse

Theda New Breast

SHIFT HAPPENS

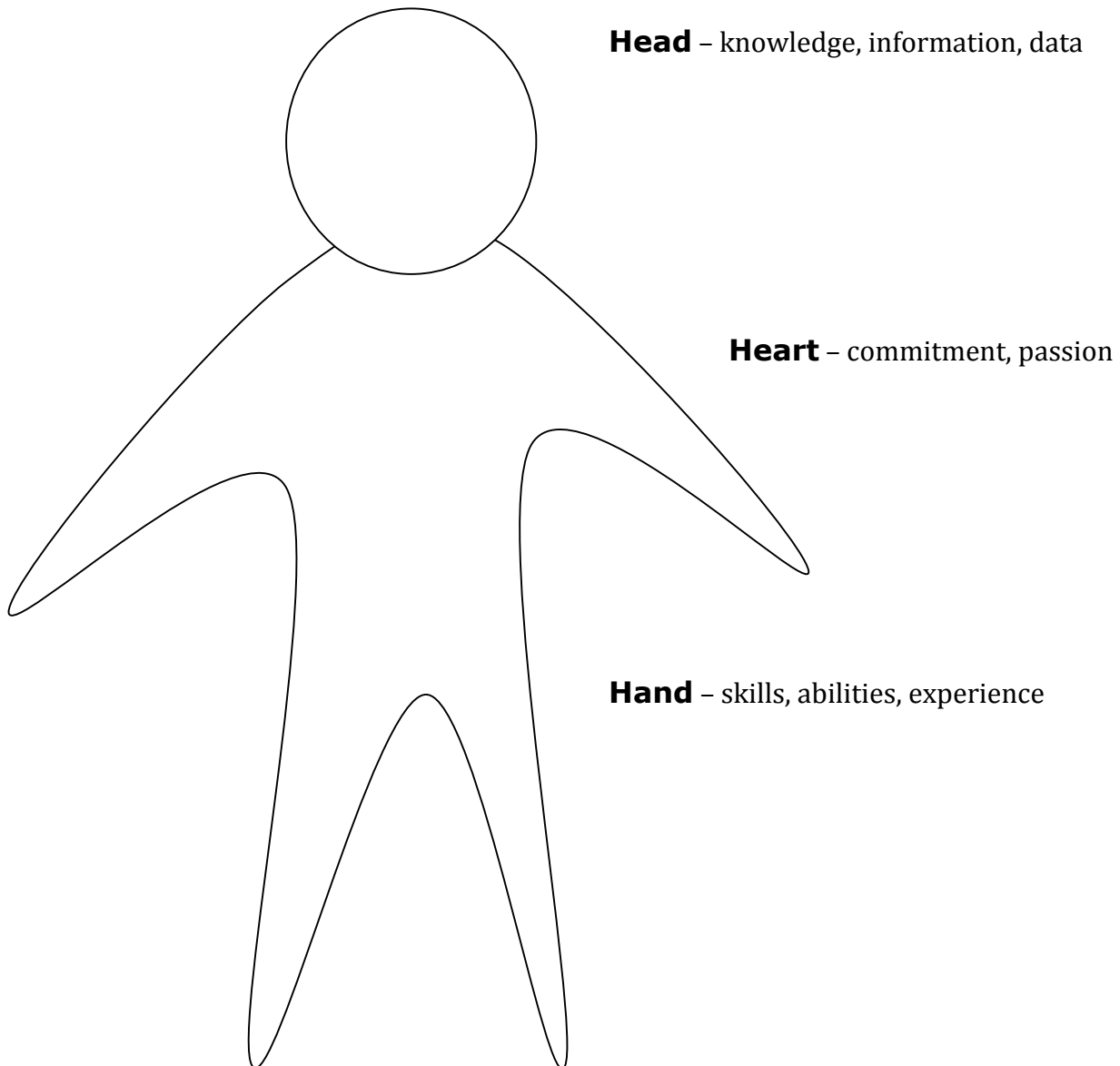
Berkeley bumper sticker

Always remember...



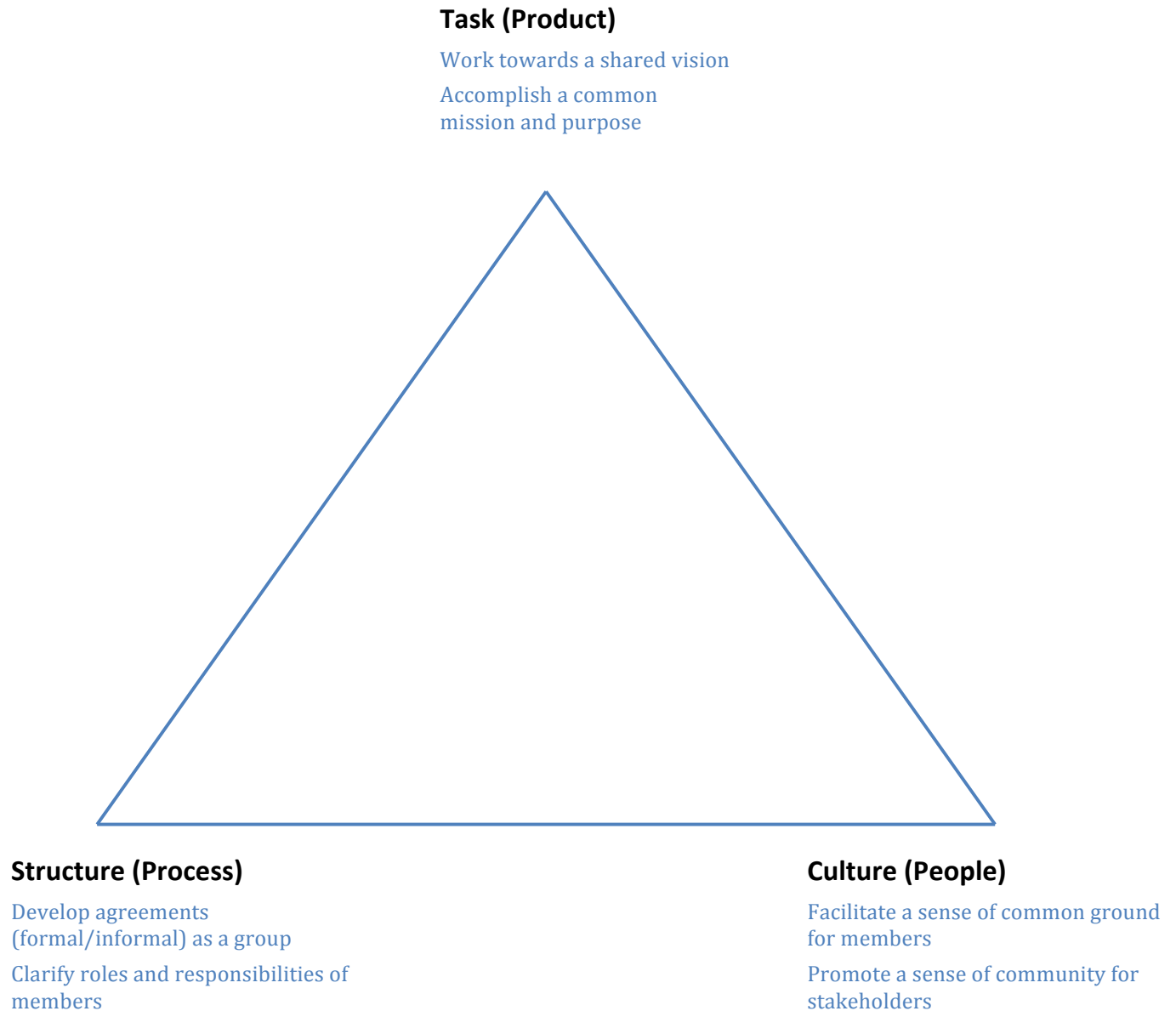
....collaborative leadership is a journey, not a destination....

Head, Heart, and Hand Model



The TaSC Model

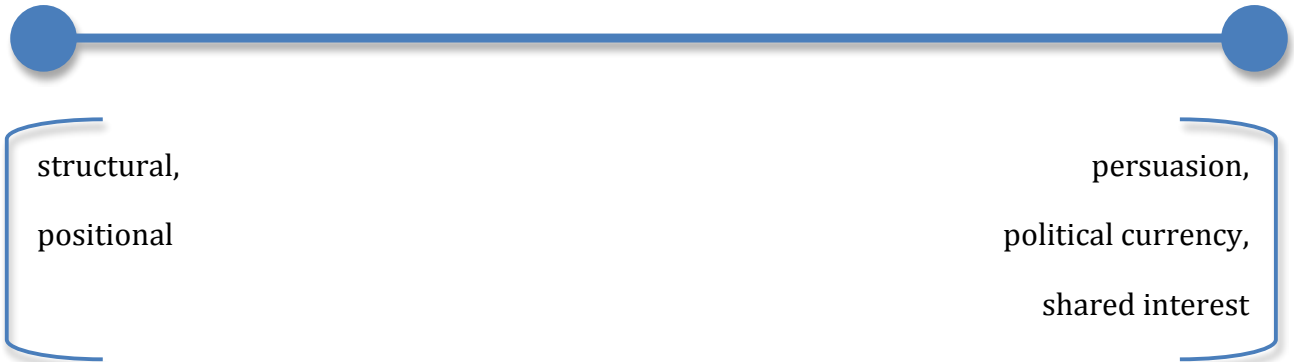
The TaSC Model recognizes the need to balance three key elements for effective collaborative leadership.



Types of Leadership Skill

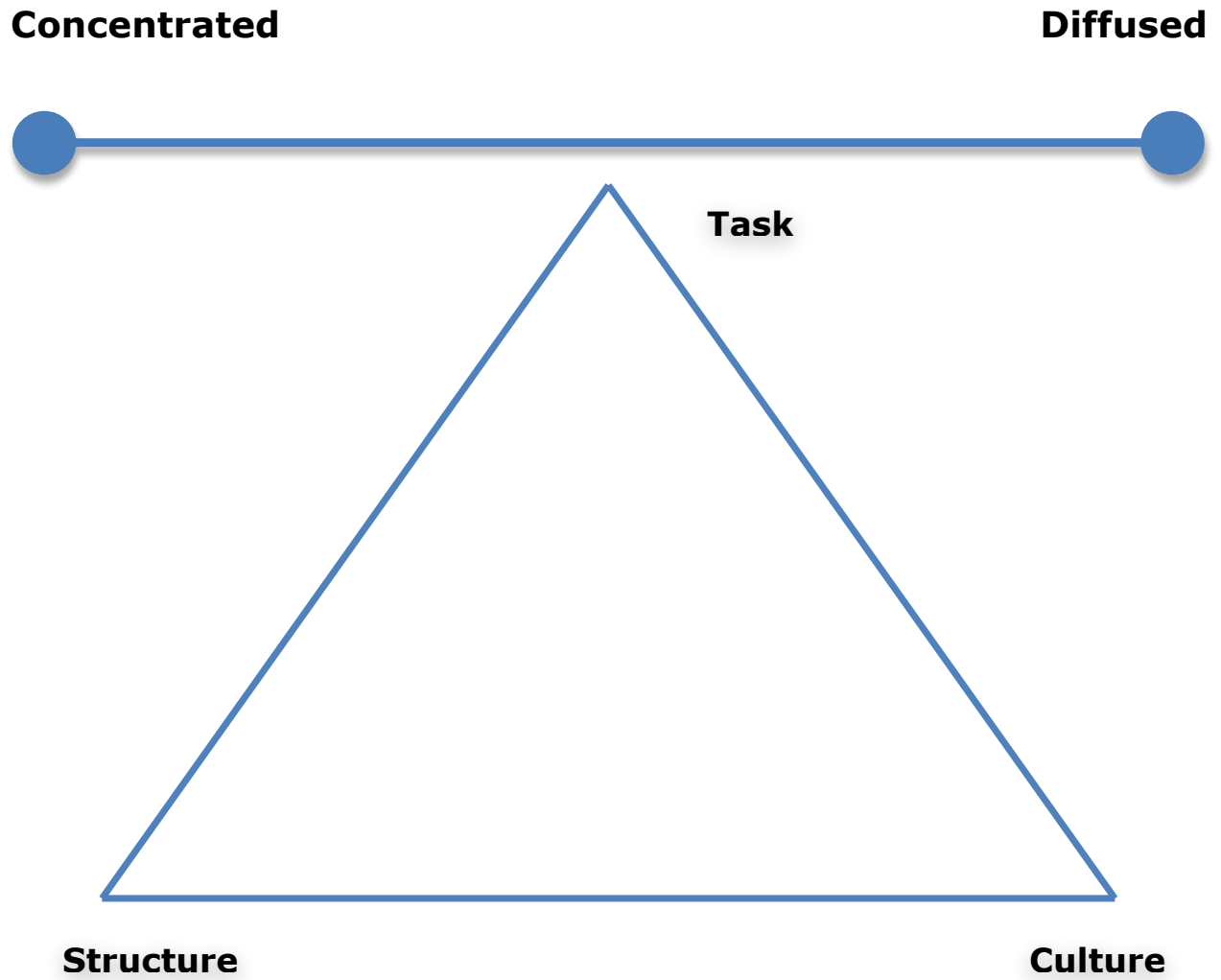
Concentrated

Diffused



Source: Jim Collins, Good to Great and the Social Sectors

Balance of TaSC and Leadership Skill



Six Essential Elements

1. Shared Vision



2. Process Orientation



3. Cultural Diversity



4. Multiple Sectors



5. Member Driven Agenda

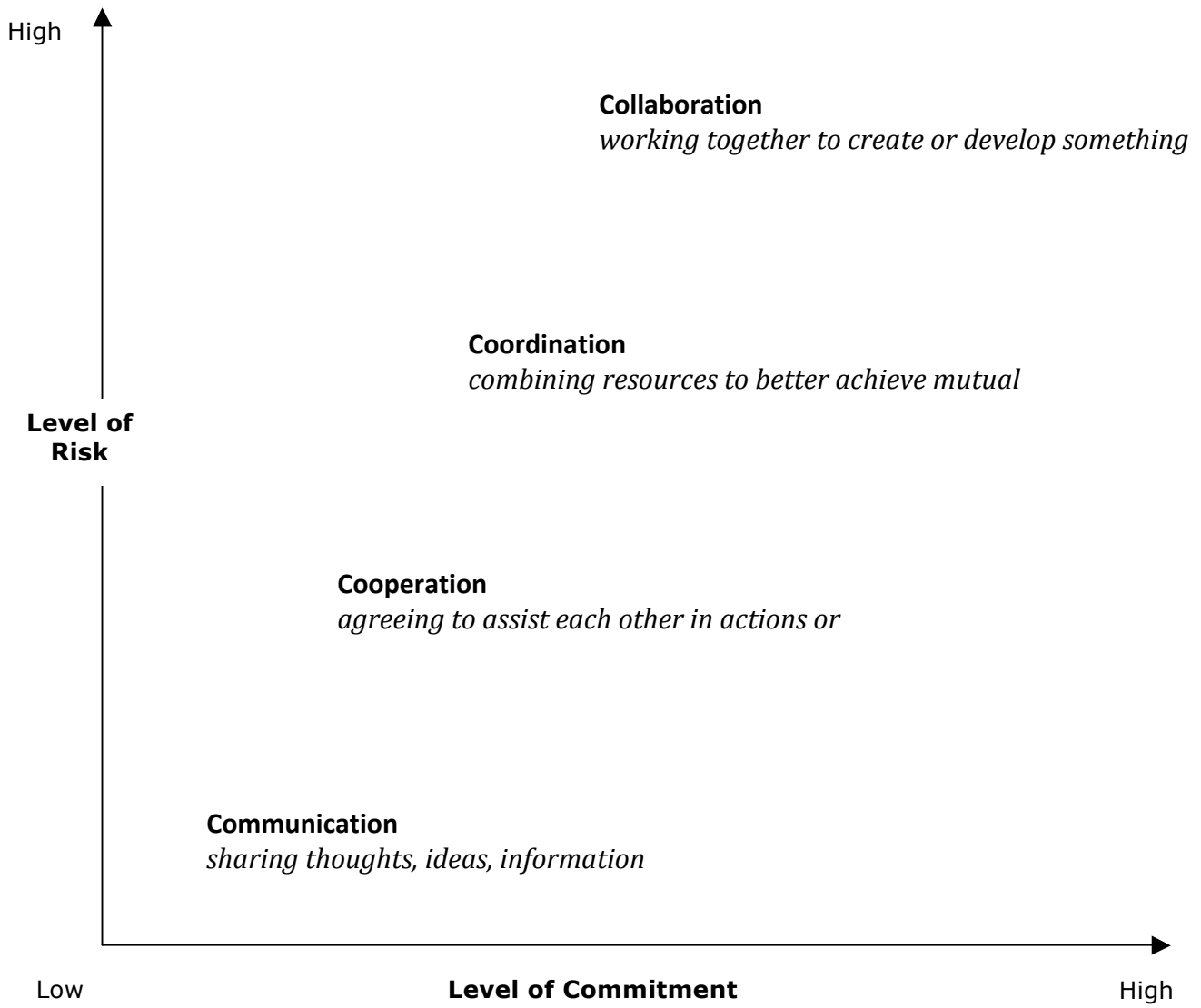


6. Leadership



Source: The National Assembly of National Voluntary Health Organizations and Social Welfare Programs

Levels of Relationship



Stages of Group Development

Forming: issues of inclusion and membership, searching for commonalities

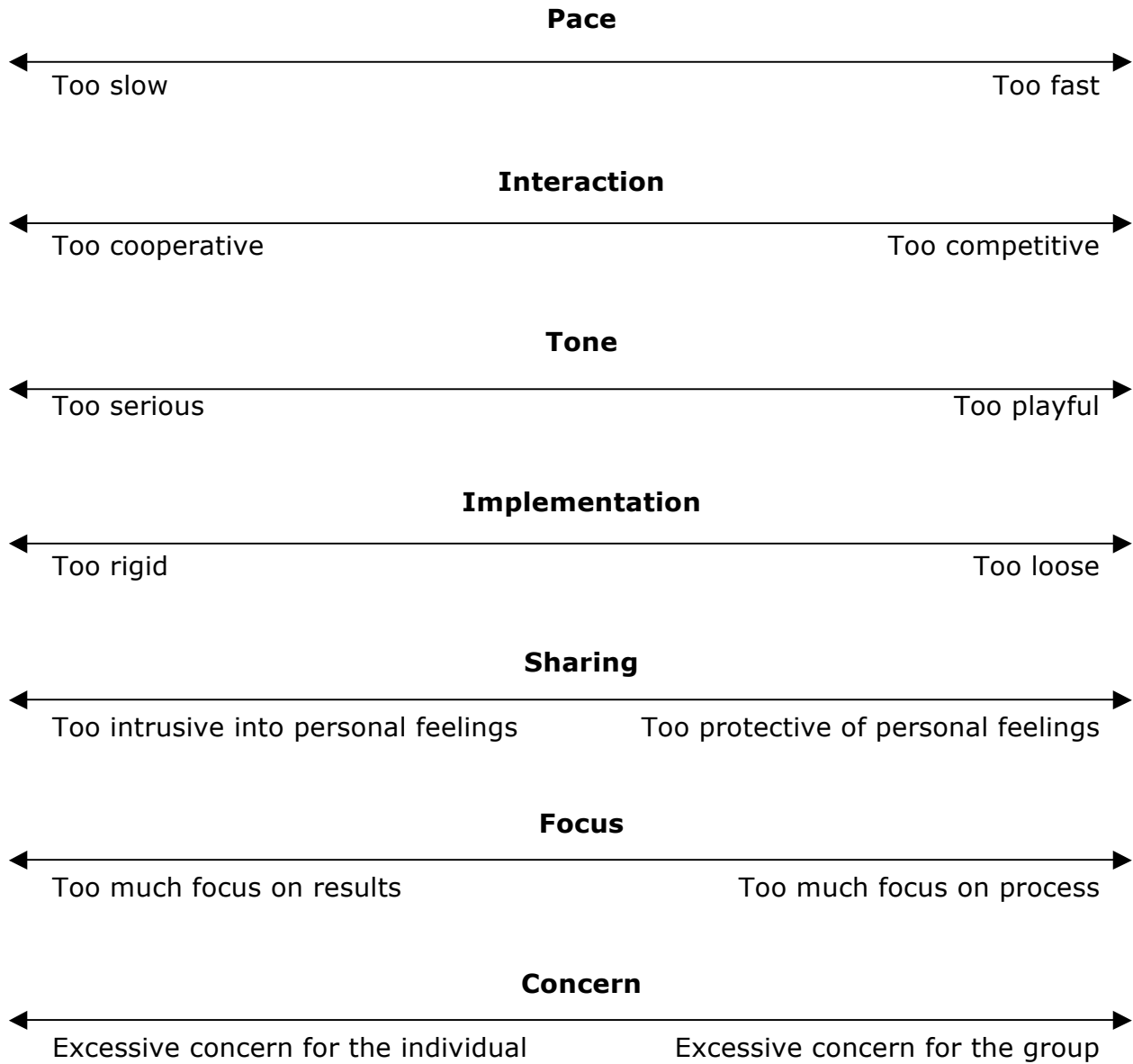
Norming: issues of interdependence, clarifying roles and responsibilities in regard to task and process

Storming: issues of control, testing of leadership, questioning of task and process

Performing: issues of productivity, maintaining process functions

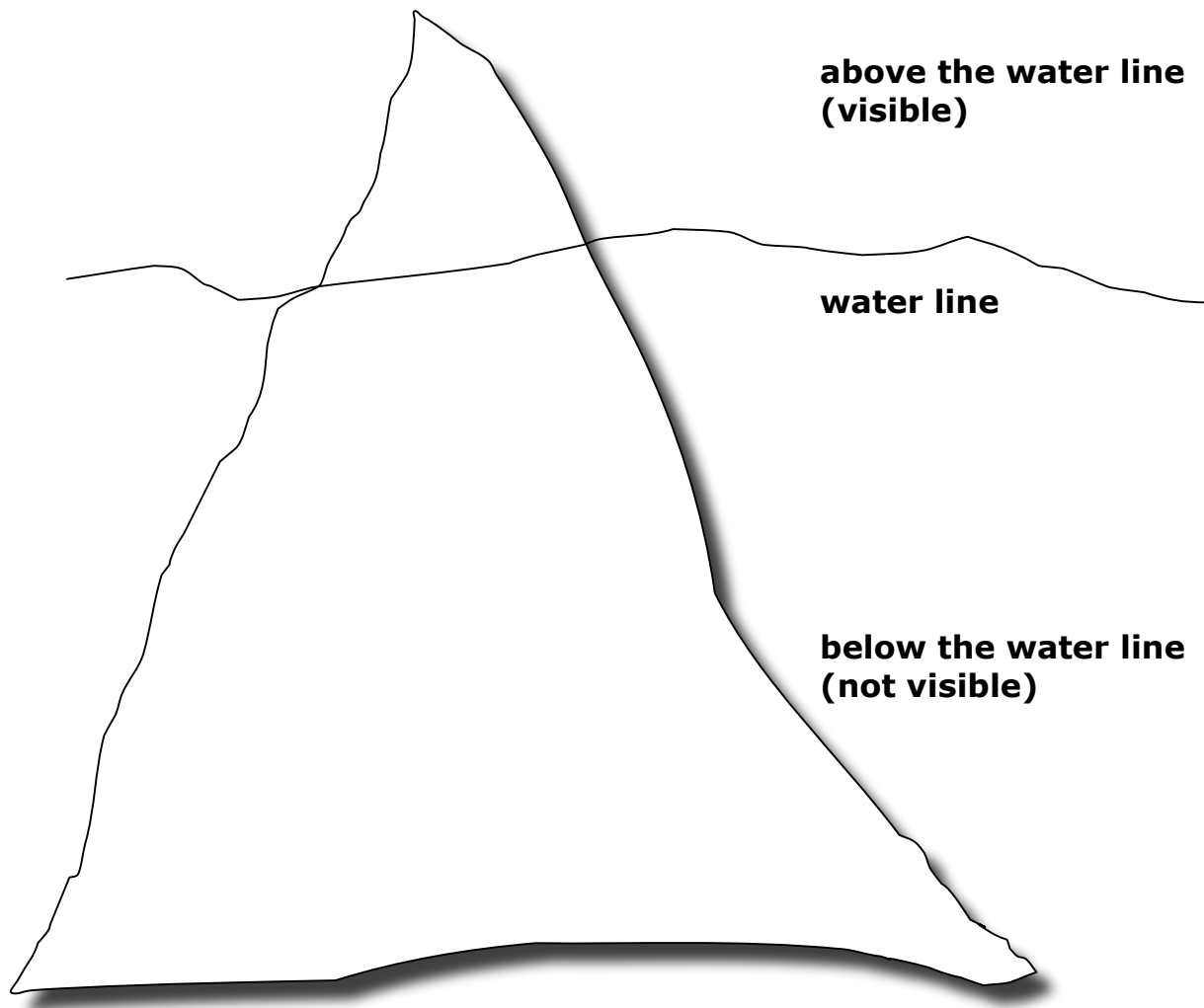
Group Stage	Group Dynamics & Needs	Maintenance Function
Forming		
Norming		
Storming		
Re-Norming		
Performing		

The Seven Facilitation Tensions

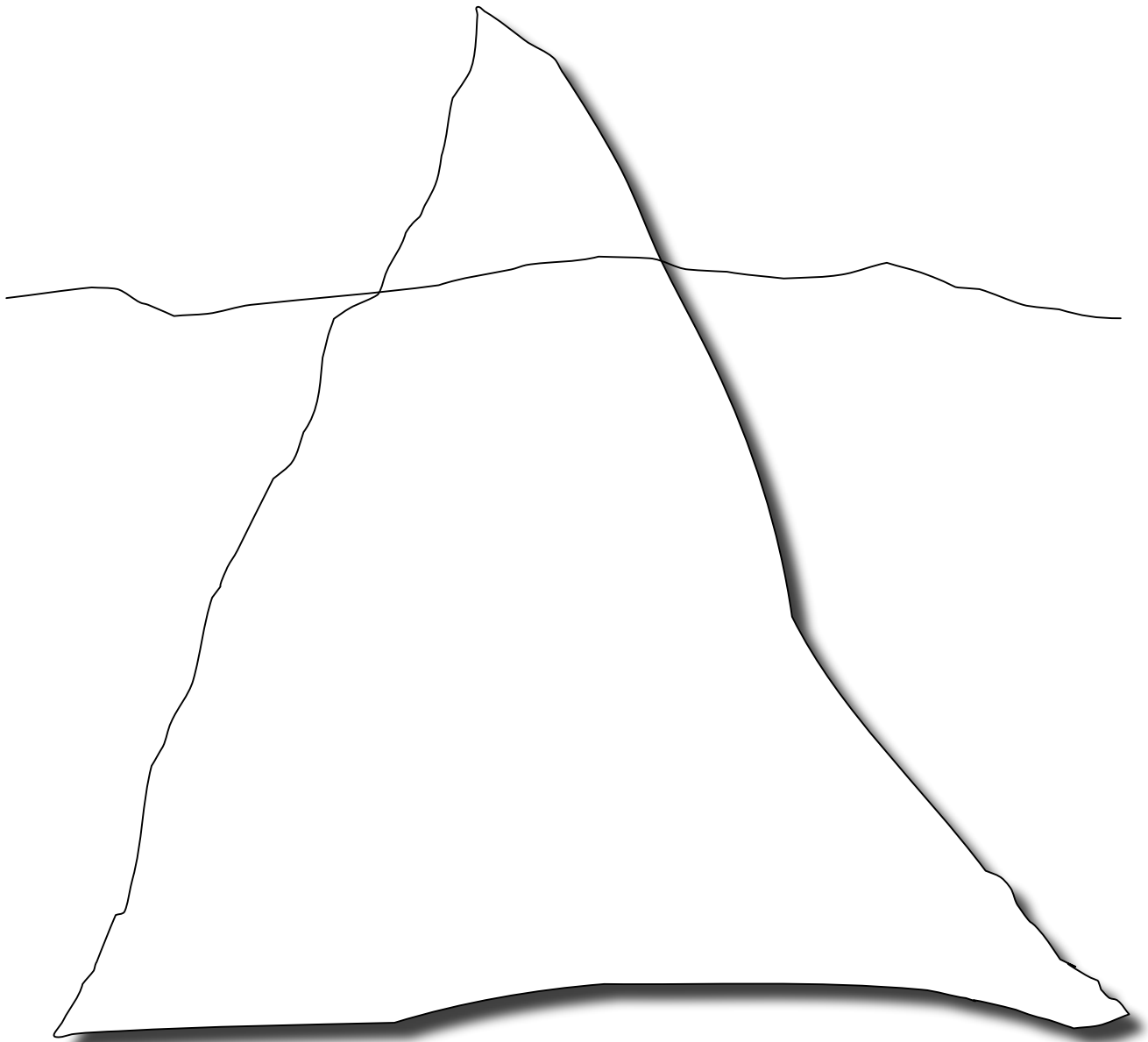


Source: Sivasailam "Thiagi" Thiagarajan

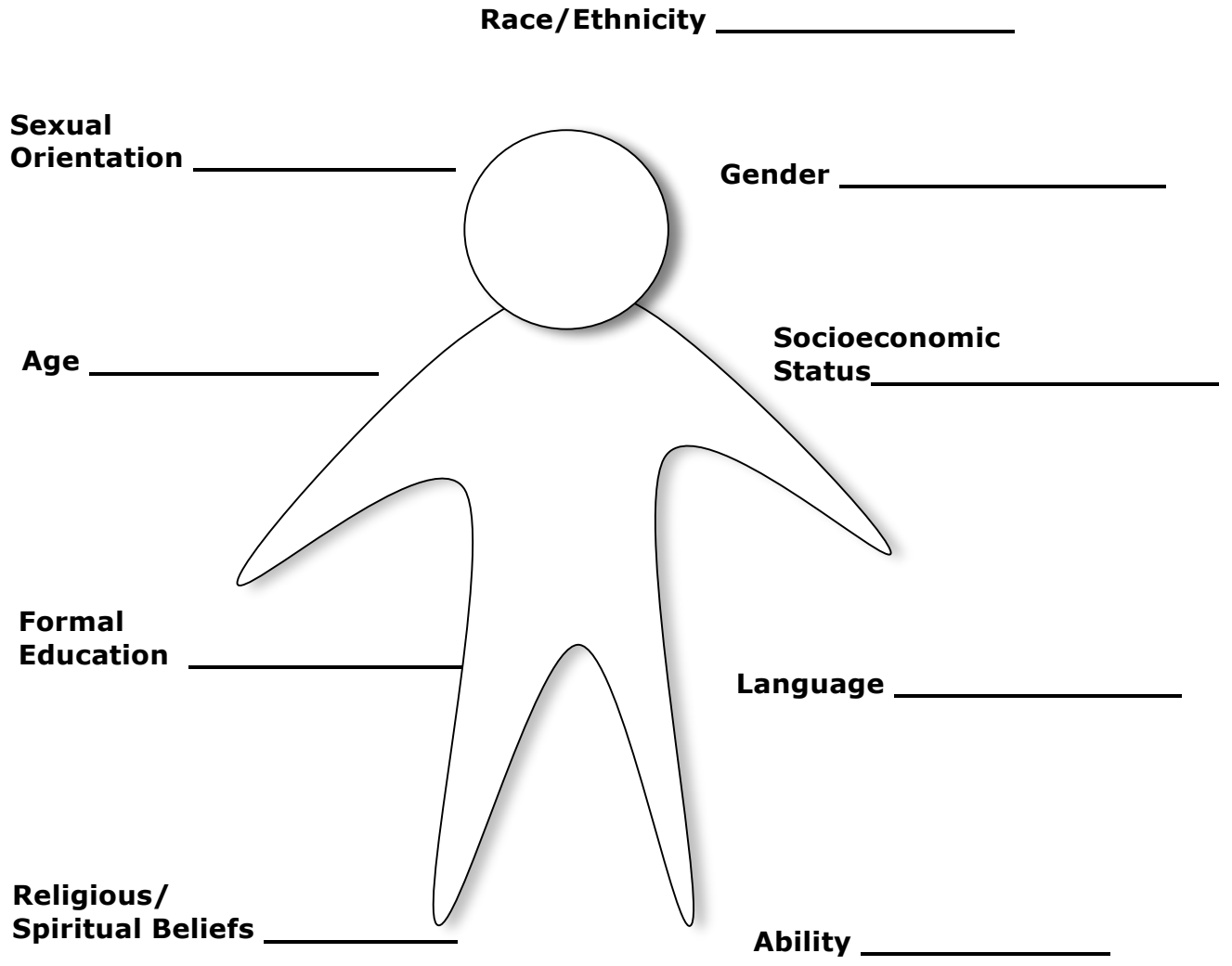
Cultural Iceberg



Personal Cultural Iceberg



Cultural Identities



The BRAVE Model

B

Builds and Brokers Relationships

- recognizes the importance of people and process
- collaborates across cultures

R

Relates and Shares Information

- ensures that information is accessible
- works to correct misinformation

A

Advocates for Justice

- advocates for respect
- advocates for needs

V

Validates Experiences

- promotes healing
- works to raise level of awareness

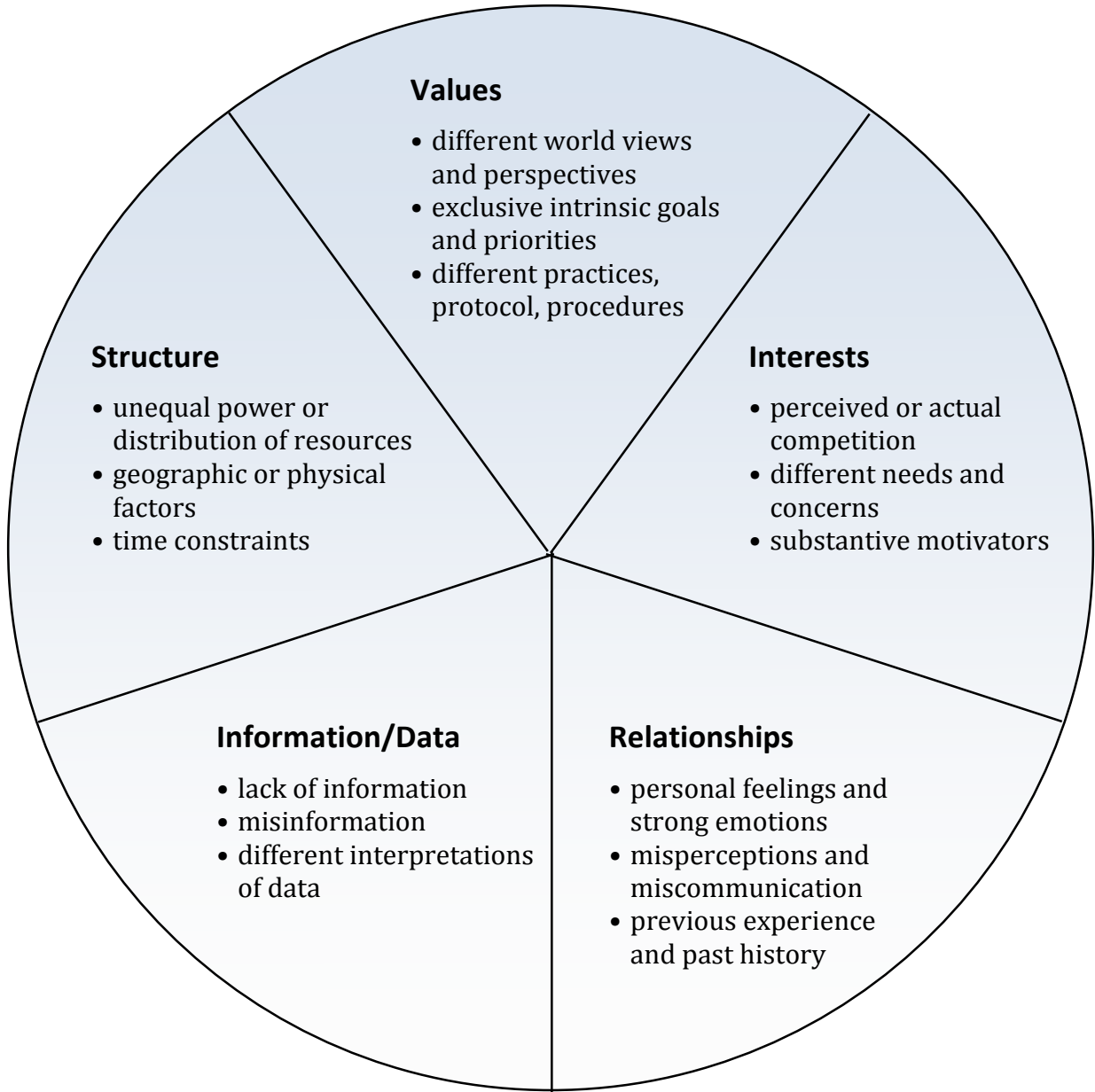
E

Equalizes Power

- creates access
- increases resources

Source: Adapted from Jim Hickman & Dave Nakashima, 1996.

VIRIS Model: Barriers to Common Ground



Creating Common Ground

Battleground



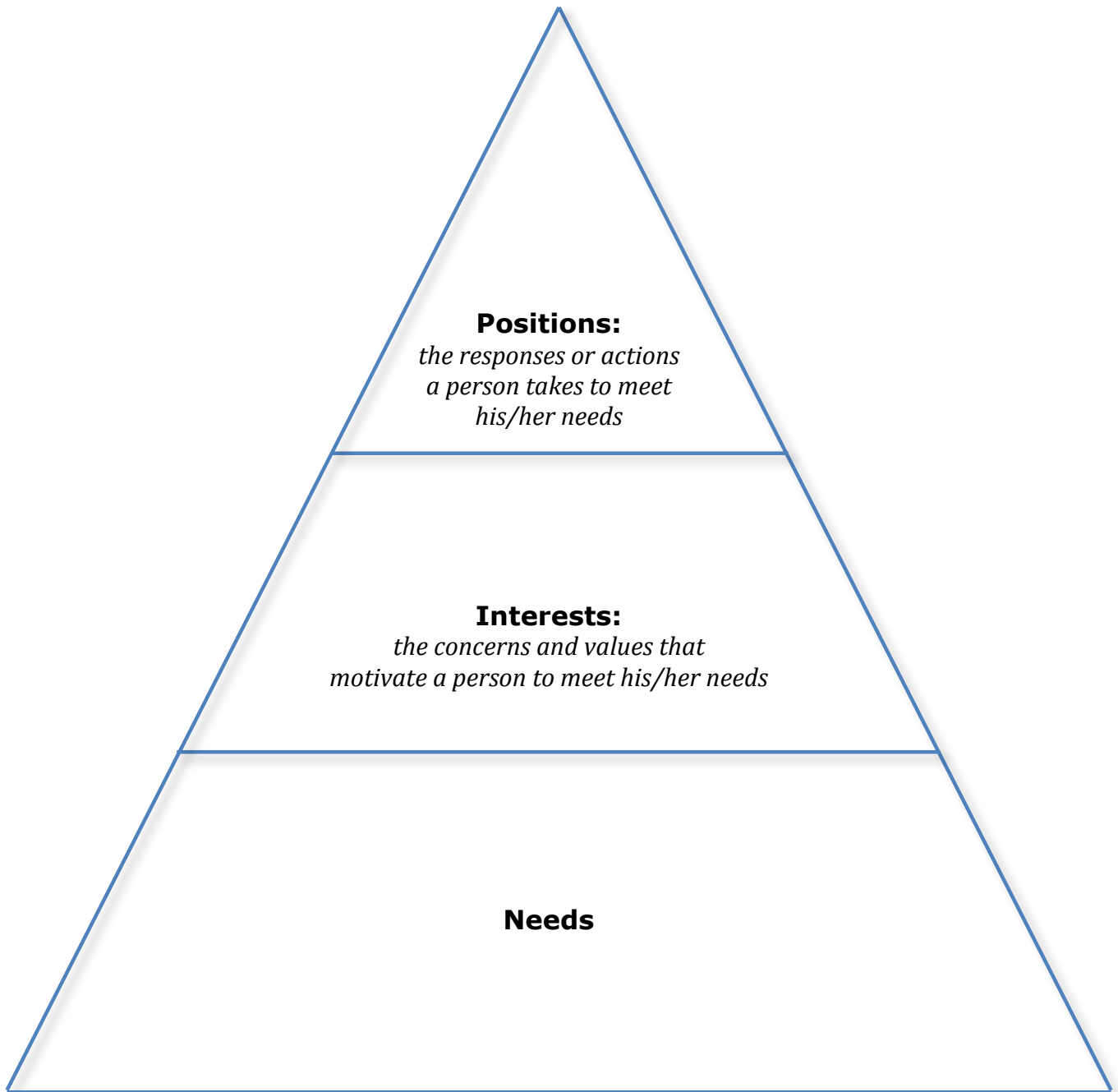
Common Ground

what lies at the intersection of our needs, interests, histories, problems, cultures or visions and which, when clarified and jointly understood, can provide strong motivation for collaboration.

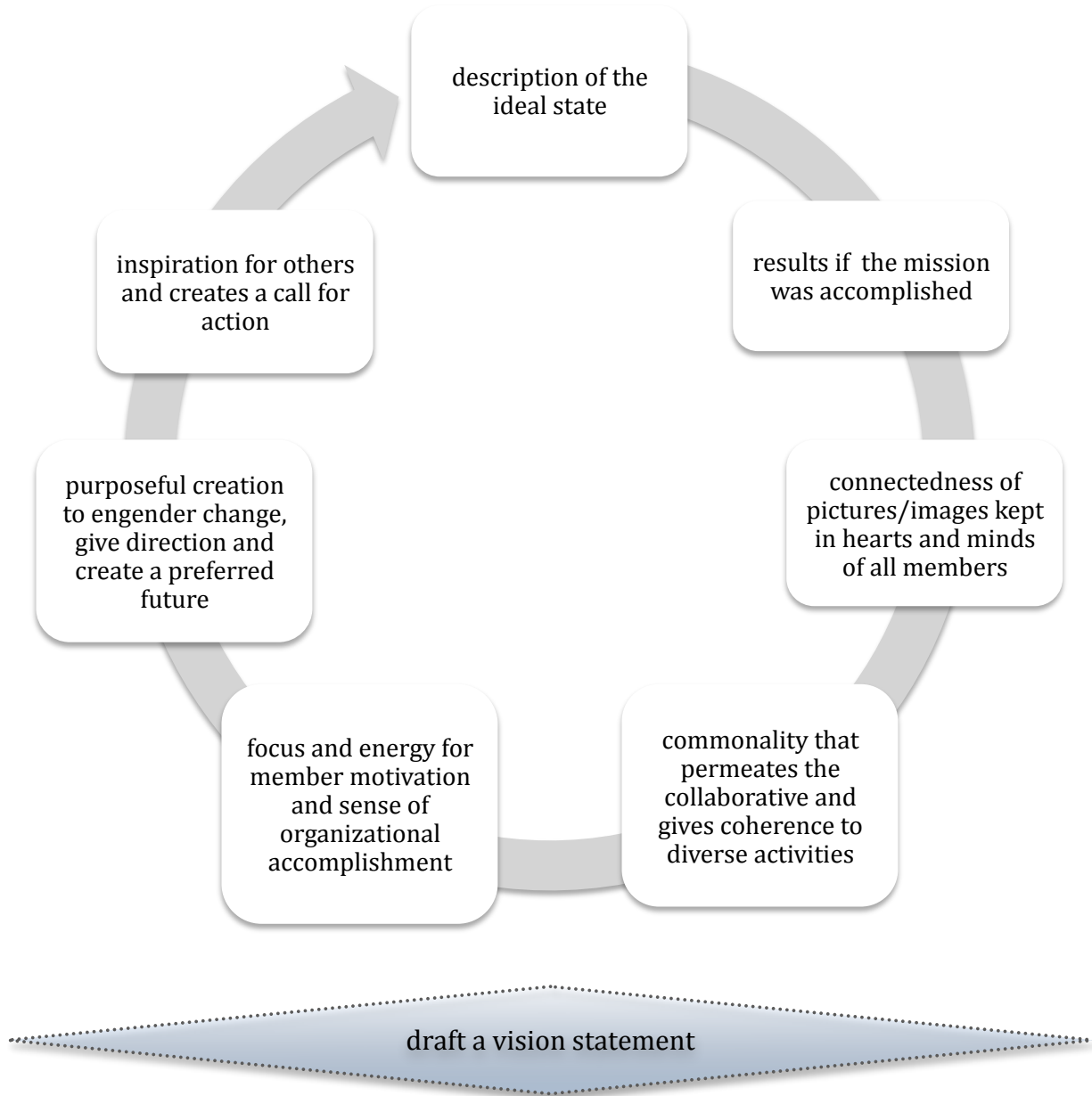


Underground

Common Ground



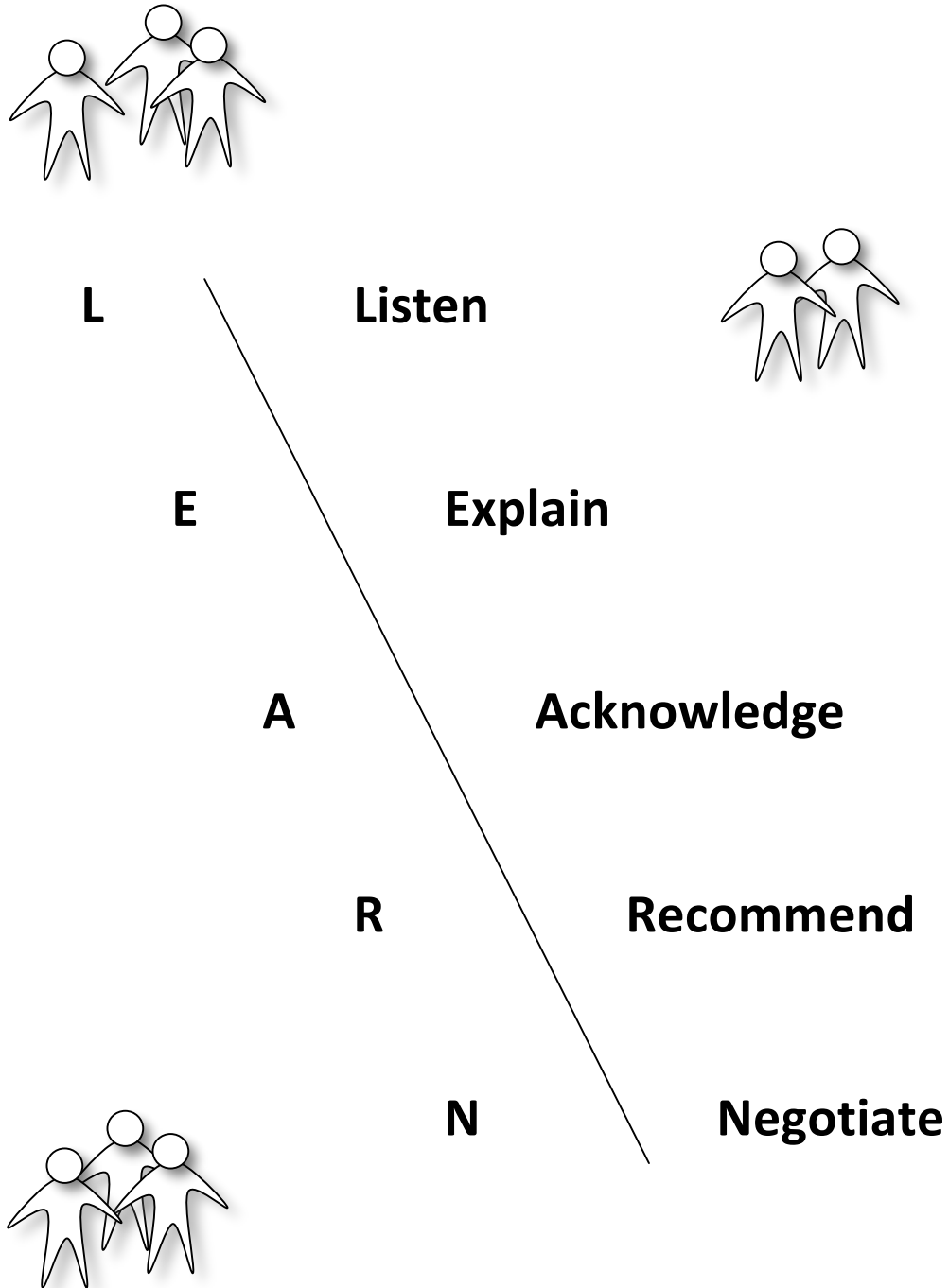
Vision



use metaphors, images, quotes...

keep it simple – less than 50 words

LEARN Model

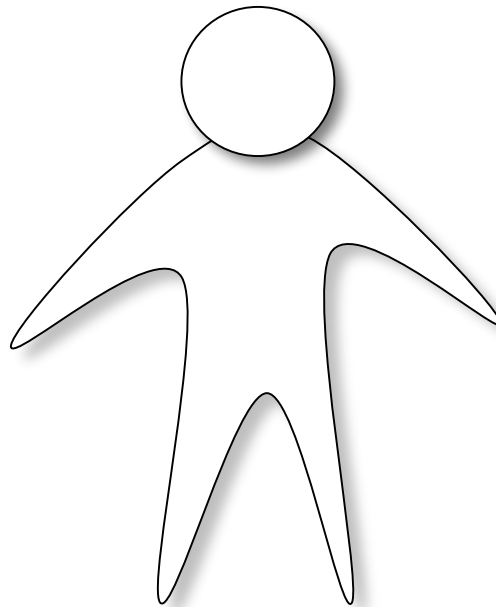


Source: Adapted from Jim Hickman & Dave Nakashima, 1996.

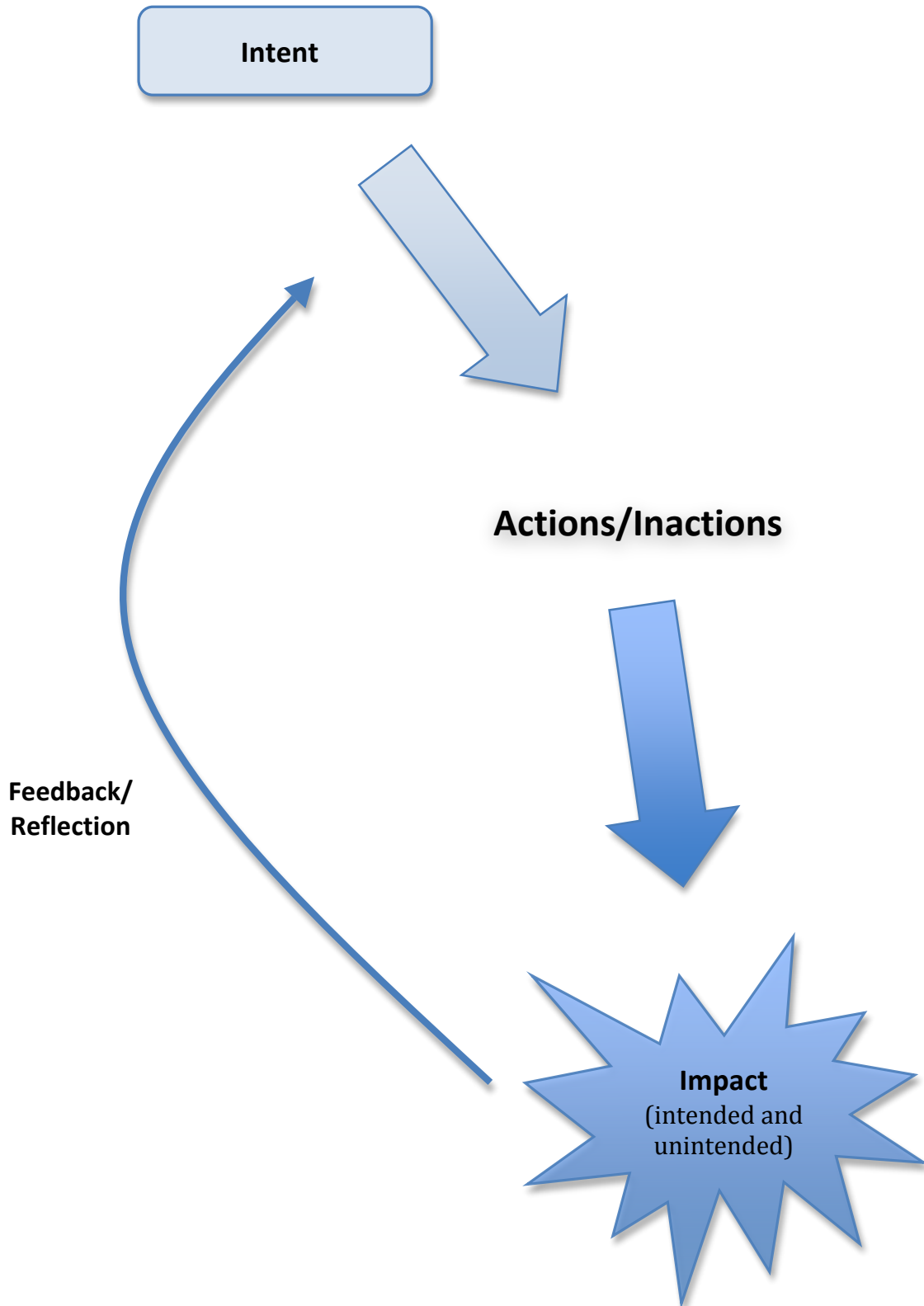
Four Steps for Development

In the beginner's mind there are many possibilities
in the expert's mind there are few
- *Shunryu Suzuki*

- 1. Commit yourself to meaningful growth and development**
- 2. Ask for feedback from people you trust**
- 3. Reflect upon your own thoughts and feelings**
- 4. Use difficult situations and experiences as a learning opportunity**



Learning Loop



Reflection Worksheet A

As a leader, I learned...

to start...	to stop...	to continue...

Reflection Worksheet B

As a leader, I learned...

to start...	to stop...	to continue...

Reflection Worksheet C

As a leader, I learned...

to start...	to stop...	to continue...

Reflection Worksheet D

As a leader, I learned...

to start...	to stop...	to continue...

Reflection Worksheet E

As a leader, I learned...

to start...	to stop...	to continue...