

Quality Improvement (QI) Mini-Collaborative Technical Assistance Webinar

Community Health Improvement Planning (CHIP)
Target Area Group (TAG)

July 7, 2009

11:00 AM – 12:30 PM

Agenda

11:00 AM – 11:05 AM	Welcome
11:05 AM – 12:00 PM	Collaborative Leadership Presentation Pam Gillam, MPA
12:00 PM – 12:25 PM	Q and A on Collaborative Leadership
12:25 PM – 12:30 PM	Next Steps and Closing

Collaborative Leadership

IPHI CHIP TAG
Conference Call

July 7, 2009

Pamela S. Gillam, MPA

Today's Objectives:

- To understand the concept of collaboration, when to do it and specifically the strategy of collaborative leadership
- To understand the six key practices of collaborative leadership
- To assess one's strength

PLEASE NOTE:

*It doesn't matter what you call it—
team, partnership, collaboration— it
takes a lot of time to form and are
really tough to sustain.*

Networking – Exchanging information for mutual benefit.

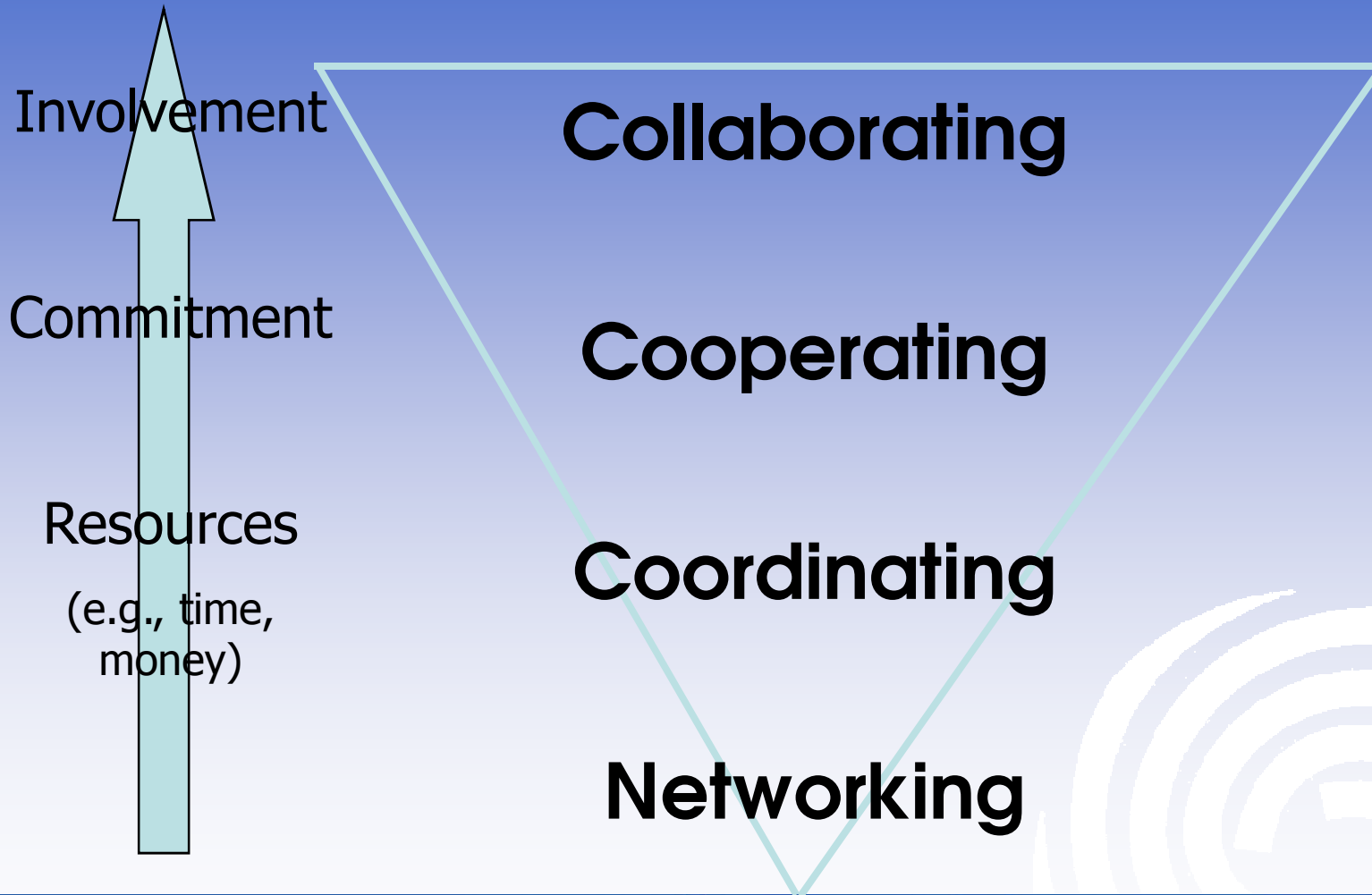
Coordinating – Networking and altering activities to achieve a common purpose.

Cooperating – Coordinating and sharing or pooling resources.

Collaborating – Cooperating and enhancing the capacity of another for mutual benefit to achieve a common purpose.

Competing – Exchanging some amount of information, but not “proprietary” information; altering activities to meet own needs; sharing resources minimally or with a “hidden agenda.”

Continuum of Group Relationships



Problem Types and Leadership Roles

Type	Problem	Solution	Locus of Work	Leadership Role
I	Clear	Clear	Expert- Leader	Expert - Leader Solves the problem
II	Clear	Unclear	Expert- Leader Group or Multiple Stakeholders	Expert diagnosis: Leader helps group problem solve
III	Unclear	Unclear	Group or Multiple Stakeholders	Leader helps group problem solve

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.”

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.

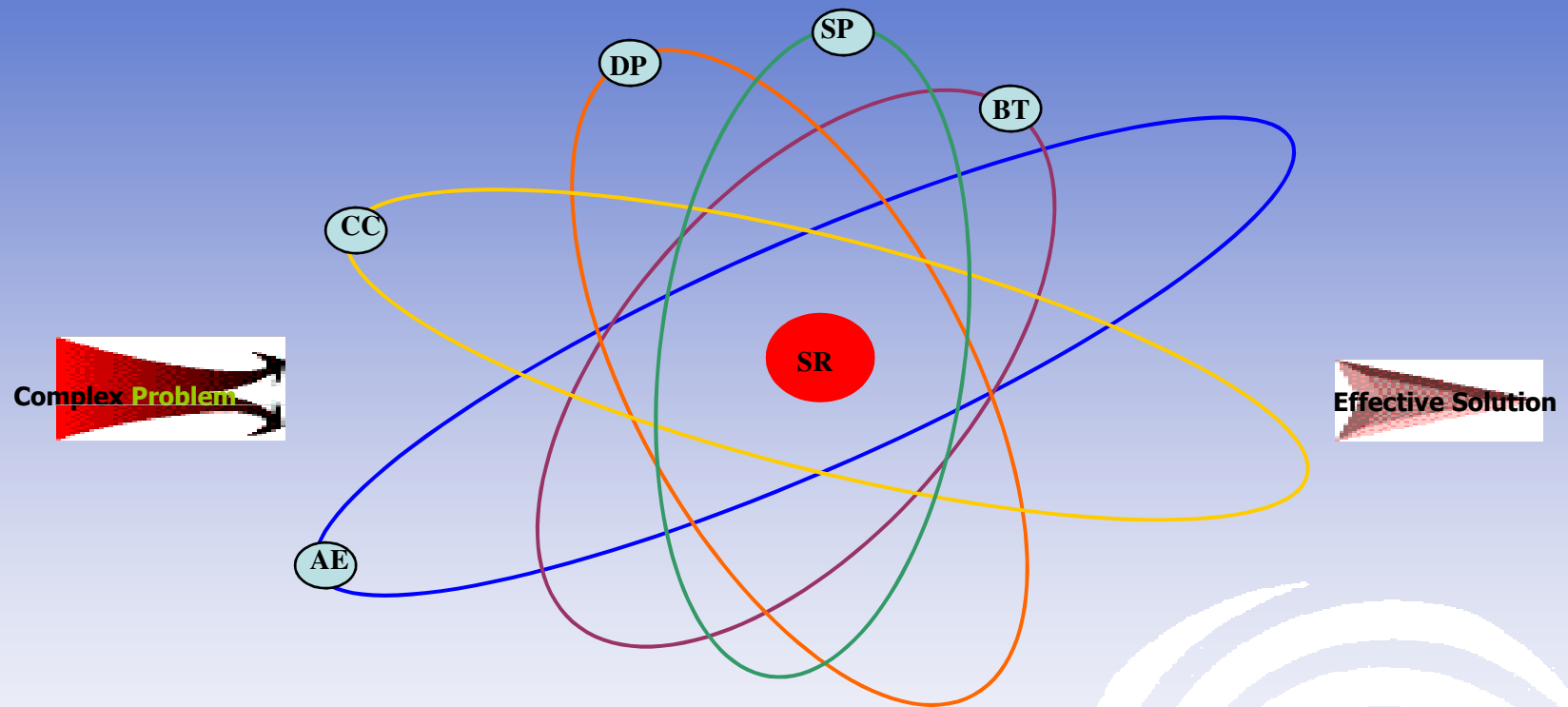
What is a Collaborative Leader?

Someone who safeguards and promotes the collaborative process.

Safeguarding the Collaborative Process

- Understand the environment in which the team works
- Create clarity
- Build Trust
- Share Power
- Develop People
- Self-Reflect

Six Practices of Collaborative Leadership



Assessing the Environment

Understanding the context for change before you act.

Context of Collaboration

- Identify the problem type.
- Identify stakeholders.
- Assess extent of stakeholder agreement.
- Evaluate community's readiness and capacity.
- Identify where problem can be most effectively addressed.

Carl Larson and David Chrislip. On Collaborative Leadership

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Context of Collaboration

Identify the Problem–

To Team or Not To Team? That is the Question

Context of Collaboration

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Identification of Stakeholders

- Perspectives to effectively define problems/create solutions?
- Interests to reach agreements that can be implemented?
- People/interest groups/organizations who can implement solutions/block action/control resources?
- Political/institutional will to create change?

Context of Collaboration

Identify Stakeholders–

Definition- 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.

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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.

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

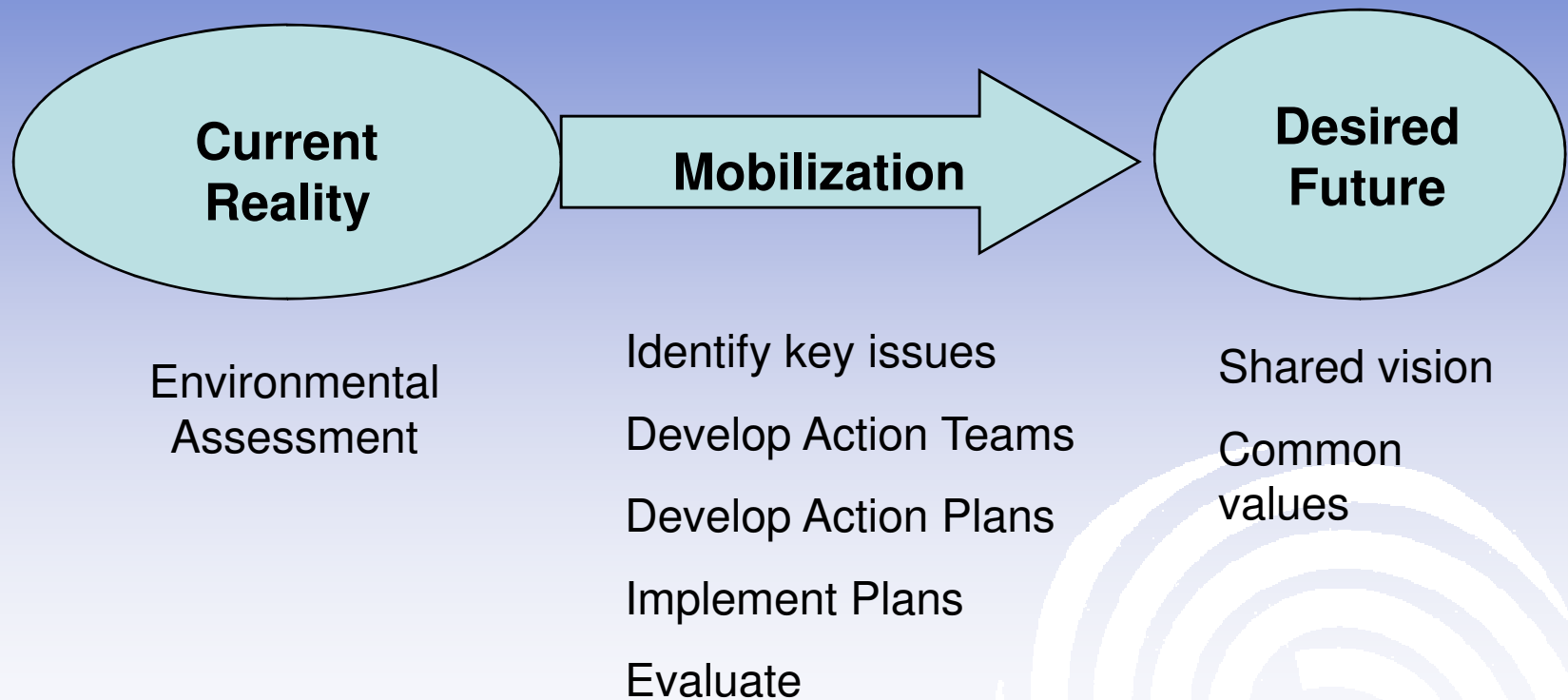
Collaborative Leadership:

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

Creating Clarity Framework



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.

Building Trust

*Creating safe places for
developing shared purpose and
action.*

Trust Account

Deposits

Withdrawals

Trust Building Checklist

- Practice focused listening
- Call each other by name
- Clearly identify purpose for gathering
- Let people know what is expected of them
- Identify time frame team will work within
- Balance process with product
- Ensure everyone has an opportunity to speak
- Use fair processes to get things done
- Have diverse representation of types of people
- Create working agreements

Sharing Power and Influence

Developing the synergy of people, organizations and communities to accomplish goals.

- Participants in the decision-making process need to be empowered in order to contribute fully.
- The energy of participants focused on a goal generates power; power is not a finite resource.

Eight Sources of Power

- Position/Authority
- Information and Expertise
- Control of Rewards
- Coercion
- Alliance and Networks
- Access and Control of Agendas
- Control of Meaning and Symbols
- Personality

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.

Self-Reflection

Being aware of and understanding your values, attitudes and behavior as they relate to your own leadership style and its impact on others.

Resources

- Carl Larson and David Chrislip, *On Collaborative Leadership*
- Roz Lasker and Elisa Weiss, *Partnership Synergy*
- www.turningpointprogram.org
- Daniel Goleman's Emotional Intelligence Competencies

Questions?

My contact information:

Pamela S. Gillam

gillamps@sc.edu

803-777-0304

Let us hear from you...

- Please complete the online survey to give us feedback.
- We value your input to improve this collaborative experience.
- Complete the online survey.

Upcoming Events

- QI TA Webinar with Marni
August 4 – 11:00 AM – 12:30 PM
- QI TA Content Expert Webinar
September 1 – 11:00 AM – 12:30 PM
- Hold the Date: **November 4-5 for QI Event in Bloomington.** We will know in the next month which day/time etc.

Work Products Due in August

- Please submit the following by July 30th at 5 PM to Kathy Tipton. Kathy will post work products. You will give update on the team Webinar August 4th.
 - **Revised AIM Statement (if applicable**
 - **QI Implementation Plans and Results**
 - **Data Analysis, Flow Charts, Pareto Analysis, Updated Work Plans etc.**
 - **You will be updating on the QI changes/plans and implementation as a result of your problem analysis and sharing any results of that work.**

Need TA? Have Questions? or Need to Submit Work Products?

- Laurie Call

laurie.call@iphionline.org

217.679.2827

- Kathy Tipton

Kathy.tipton@iphionline.org

312.850.4744 x13

THANK YOU