Collaboration’s Essential Ingredient: Leadership
SKILLS FOR CREATING ENDURING, POSITIVE COMMUNITY CHANGE
Today’s Workshop

❖ Civic Systems & Organizations
❖ Collaborative Civic Leadership
❖ Skills Practice & Development

CIVIC COLLABORATION CONSULTANTS, LLC
Civic Priorities
Civic Systems

Communities create organizations and institutions to address civic priorities. Together these independent players make up our civic systems.
Complex Civic Systems

- Multiple, diverse stakeholders
- Challenges are adaptive
- Absence of control
Complex Systems
Complex Civic Systems

- **No one** is in control of everything
- **Many** are in charge of something
- **Progress depends on nearly everyone** being engaged
Independent stakeholders from diverse sectors assume shared responsibility for achieving mutually beneficial, shared goals.
Collaboration

An unnatural act among non-consenting adults.*

*-Council on Competitiveness
Organizations & Systems
Organizations & Systems
<table>
<thead>
<tr>
<th>Organizations</th>
<th>Systems</th>
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<tbody>
<tr>
<td>Clear lines of authority</td>
<td>Diffuse influence</td>
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<tr>
<td>Explicit policies &amp; procedures</td>
<td>Implicit rules of interaction</td>
</tr>
<tr>
<td>Set roles &amp; responsibilities</td>
<td>Evolving roles &amp; responsibilities</td>
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<tr>
<td>Defined goals &amp; objectives</td>
<td>Emergent goals &amp; objectives</td>
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Draw Your System

❖ Priorities
❖ Functions
❖ Organizations
3 Keys to Effective Collaboration

- Process
- Capacity
- Leadership
Collaborative Leadership Skills

Practice Inquiry

Build Trust

Assess Context
Practice Inquiry

Collaborative leaders use inquiry to understand:

❖ Priorities & Motivations
❖ System Performance
❖ Opportunities for Change
Compelling Questions

❖ Inspire creativity
❖ Improve decision-making
❖ Create a learning opportunity
❖ Direct focus
❖ Engage others
❖ Influence thinking
Compelling Questions

Foundational

Aspirational

Procedural
Examples

Foundational: How should we determine the boundaries of the system we want to change?

Aspirational: What change is possible if funders agreed on a common goal?

Procedural: When should we consider inviting other potential funders to join us?
Practice Inquiry
Asking Compelling Questions

❖ What compelling questions helped your current collaboration move forward?
❖ What compelling question do you wish you would have asked sooner?
❖ What compelling question do you need to ask next?
Assess Context
Systems Maps & Context
What Does the Map Tell Us?

❖ What assumptions are embedded in the map?
❖ Where is the greatest opportunity for collaboration?
❖ Where is the greatest need for collaboration?
Assess Context

• Climate
• Chunkiness
• Capacity
What compelling questions could we ask to:

- Improve the climate for collaboration?
- Identify the initial chunks of work?
- Build support for collaboration capacity?
The Currency of Collaboration
Collaboration & Trust

❖ Other currencies of leadership are less relevant
❖ Influence predicated on trust
❖ Economic impact of trust
Build Trust
The Trust Equation

\[ T = \frac{C + R + I}{SO} \]

Source: Trusted Advisor
THE TRUST EQUATION

- Credibility: Relates to our words and is revealed in our credentials and our presence.
- Reliability: Relates to our actions and is revealed by keeping our promises.
- Intimacy: Relates to our emotions and is revealed by how comfortable others are working with us.
- Self Orientation: Relates to our caring and is revealed in whether our focus is on ourselves or on the needs of others.

Source: Trusted Advisor
Trust & Inquiry

What are the compelling questions we could ask to:

- Understand the level of trust within the system?
- Build trust with funders?
- Build trust with others within the collaboration?
Leadership & Collaboration

❖ Absence of control increases demand for leadership
❖ Collaborative leadership requires specific skills
❖ Collaborative civic leaders practice these skills
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