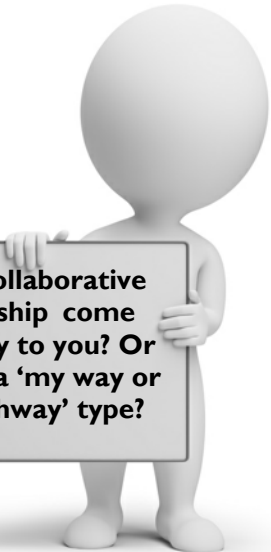


DO YOU HAVE THE COLLABORATIVE LEADERSHIP GENE?

This tool will help you identify the areas of collaborative leadership in which you are strong, and those areas where you may need to develop your skills.



Does collaborative leadership come naturally to you? Or are you a 'my way or the highway' type?

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Accelerating the effectiveness of individuals and teams working on:

Improved collaborative working within your organisation - Shared services - Multi-partner community safety
Alternative models of partnership - Blue-light integration - NHS transformation
Combined authorities partnerships - Health and social care programmes

Over 3,000 leaders and senior managers

have attended one or more facilitation or taught sessions in the SSA collaborative transformation programmes.

Over 500 public sector organisations

in local government, NHS, police, fire, housing, HE and FE are applying the SSA toolkits in their collaborative working.

Over 300 recognised practitioners and architects

SSA awards Collaborative Transformation Practitioner and Architect recognition, as part of the Postgraduate Certificate in Collaborative Transformation, in partnership with Canterbury Christ Church University and CIPFA

Over 200 online tools, templates and techniques

for use across the partners in collaborative transformation and shared services, which can accelerate the development time of the projects and deliver savings and outcomes more quickly.

The benefits of these tools to your collaboration projects and your partnerships

What are the benefits of these tools to you and your colleagues?

For your organisation: It gives confidence to leaders to know that all their employees have access to a range of tools for building collaborative advantage across their organisation.

For your partnerships: These tried and tested tools will help accelerate your collaborations, ensuring they are set on strong foundations from the outset, and will avoid the expensive pitfalls experienced in too many partnerships.

For staff and project teams: Your staff can apply over 200 tried and tested tools, templates and techniques in any collaborative settings and across many sectors (local and central government, fire, police, HE, FE, schools, health & social care, housing and third sector). This gives them the confidence to be successful in their role, no matter who the partners are.

In-house, taught sessions on applying the tools can be arranged.

Enquire about sessions for your department, or team, by emailing

Dominic.Wallace@sharedservicearchitects.co.uk

...or phone Dominic on 0333 939 8909



These are pathway seminars to the Postgraduate Certificate in Collaborative Transformation at Canterbury Christ Church University



Tool: CLA0.01

DO YOU HAVE THE COLLABORATIVE LEADERSHIP GENE?

By definition, collaborative leaders have no formal authority over their peers. They must use persuasion, technical competence, relationship skills, and political smarts to get and keep the coalition together and produce the desired goal.

Tool CLA0.01 will help you identify the areas of collaborative leadership in which you are strong, and those areas where you may need to develop your skills.

Linden (2003) is one of the 'fathers' of collaborative leadership research and offers a more descriptive definition:

*'Collaborative leadership is the art of pulling people together from different units or organisations to accomplish a task that none of them could accomplish – at all or as well – individually. By definition, collaborative leaders have no formal authority over their peers. They must use persuasion, technical competence, relationship skills, and political smarts to get and keep the coalition together and produce the desired goal'*¹.

The Leadership Commission are clear that: *The old model of 'heroic' leadership by individuals needs to adapt to become one that understands other models such as shared leadership both within organisations and across the many organisations with which the NHS has to engage in order to deliver its goals.*

*This requires a focus on developing the organisation and its teams, not just individuals, on leadership across systems of care rather than just institutions, and on followership as well as leadership.*²

It all sounds a bit fluffy to me...

If you grew up with comic book figures such as Superman, Batman or Spiderman, then you will understand the notion of 'heroic' leadership. The charismatic individual (frequently male) who can single handedly lead the way to success. But that no longer applies in the collaborative setting that requires the skills of:

- distributed leadership
- system leadership
- democratic/participatory leadership

¹ Linden, R. (2003)

² King's Fund Commission (2011)

How to use this tool?

Tool CLA0.01 will help you identify the areas of collaborative leadership in which you are strong, and those areas where you may need to develop your skills.

It is a 360 degree tool to enable others to score their perception of your collaborative leadership skills.

There are three steps in this tool:

Step 1: Identify at least three trusted colleagues who have experienced your leadership in collaborative working.

Step 2: Provide them with a photocopy of both the table of ten Competencies, Definitions and Behaviours over the page, and the scoring sheet.

Ask them to consider your behaviours in the context of each competency, and score you based on a scale of 5 (high-level of competency) down to 1 (low-level of competency).

Step 3: Follow the guidance for Step 3 in this tool - the Spider Analysis. It asks you to average the scores from your colleagues for each competency and then to mark them out on the spider analysis chart. Then you join up the scores to provide you with a highly visual representation of your strengths and areas for development in collaborative leadership.

The table of Competencies, Definitions and Behaviours over the page are based on our analysis of what is required to deliver collaborative leadership across the distributed, system, democratic and participatory settings.

The tool asks your colleagues to judge your strengths and areas of development when leading collaboratively.

CCTI: Equipping Yourself For The Journey



Competency	● Definition	● Behaviours
1. Being able to 'walk in others' shoes'	<ul style="list-style-type: none"> ● Understands the world from others' perspectives ● Values input of diverse views to improve outcomes 	<ul style="list-style-type: none"> ● Can view the world from 'different hilltops' and empathise with partners as a result ● Has a willingness to go out of comfort zone to find out and learn from others ● Considers decisions from each person's perspective
2. Having a preference to work collaboratively	<ul style="list-style-type: none"> ● Engages colleagues, partners and customers to meet common objectives ● Actively shares information and experience 	<ul style="list-style-type: none"> ● Respectful and helpful to colleagues and partners ● Seeks to work as a team and not as an individual
3. Possessing the drive to keep informed about partnering organisations, as well as their own	<ul style="list-style-type: none"> ● Proactively stays informed of partners' sector and current trends ● Understands their own organisation and the key drivers and issues facing partner organisations 	<ul style="list-style-type: none"> ● Willing to keep up-to-date with development in their role, organisation and partnership ● Has a positive attitude towards their own organisation and their partners
4. Proactively fostering goodwill between partnering organisations	<ul style="list-style-type: none"> ● Willingness to go the extra mile 	<ul style="list-style-type: none"> ● Has a desire to make things better (not just for themselves but for their colleagues, partners and customers)
5. Building consensus across the group	<ul style="list-style-type: none"> ● Involves everyone who is affected by the action/decision 	<ul style="list-style-type: none"> ● Ensures that it's a reciprocal two-way relationship ● Creates collective responsibility and reward across the partners ● Seeks first to establish common ground
6. Building effective cross-partner teams	<ul style="list-style-type: none"> ● Ability to build multi-agency teams ● Builds balanced teams with the right blend of experience, styles and knowledge 	<ul style="list-style-type: none"> ● Able to establish clear consensus on team roles/responsibilities ● Fosters a can-do attitude ● Gives and takes feedback ● Builds team spirit (social aspect)
7. Anticipating and managing conflict between partners effectively	<ul style="list-style-type: none"> ● Uses differences and challenges to improve delivery on common objectives ● Accepts conflict as a healthy part of the collaboration process 	<ul style="list-style-type: none"> ● Uses differences to draw out people's best, most passionate ideas ● Uses conflict to re-examine arguments, analysis, abandon or re-commit to positions at a deeper level ● Is open to conflict and valid criticism ● Is transparent and open during conflict resolution
8. Proactively building and sustaining trust between partners	<ul style="list-style-type: none"> ● Ability to build confidence and trust across the team so eliminating fear, power-plays and hidden agendas 	<ul style="list-style-type: none"> ● Focuses on building personal chemistry as it's harder than simply dividing tasks ● Has a positive expectations of others ● Keeps their word, honours agreements ● Tells the truth and admits mistakes ● Respects others' knowledge, skills and abilities
9. Being enthusiastic to learn from and listen to others	<ul style="list-style-type: none"> ● Openness to new ideas, innovation and learning 	<ul style="list-style-type: none"> ● Passionate about learning and developing others ● Open to sharing their knowledge and networks ● Receptive to the knowledge and learning of others
10. Naturally building and sustaining networks	<ul style="list-style-type: none"> ● Comfortable at building a network of contacts from a wide variety of backgrounds, organisations and fields. ● Able to maintain contacts and use referrals to gain access to others 	<ul style="list-style-type: none"> ● Values personal contacts ● Keeps promises when given ● Opens their network to others ● Prepared to take the time to find out about others, eg arriving early at meetings to network



Tool: CLA0.01

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Scoring Sheet

Please tick the score that you feel matches the level of competency and behaviours for your colleague when they are leading collaboratively.

(5 indicates a high level of competency, and 1 indicates a low level of competency)

Collaborative Leadership Competencies		5	4	3	2	1
1	Being able to 'walk in others' shoes'					
2	Having a preference to work collaboratively					
3	Possessing the drive to keep informed about partnering organisations, as well as their own					
4	Proactively fostering goodwill between partnering organisations					
5	Building consensus across the group					
6	Building effective cross-partner teams					
7	Anticipating and managing conflict between partners effectively					
8	Proactively building and sustaining trust between partners					
9	Being enthusiastic to learn from and listen to others					
10	Naturally building and sustaining networks					



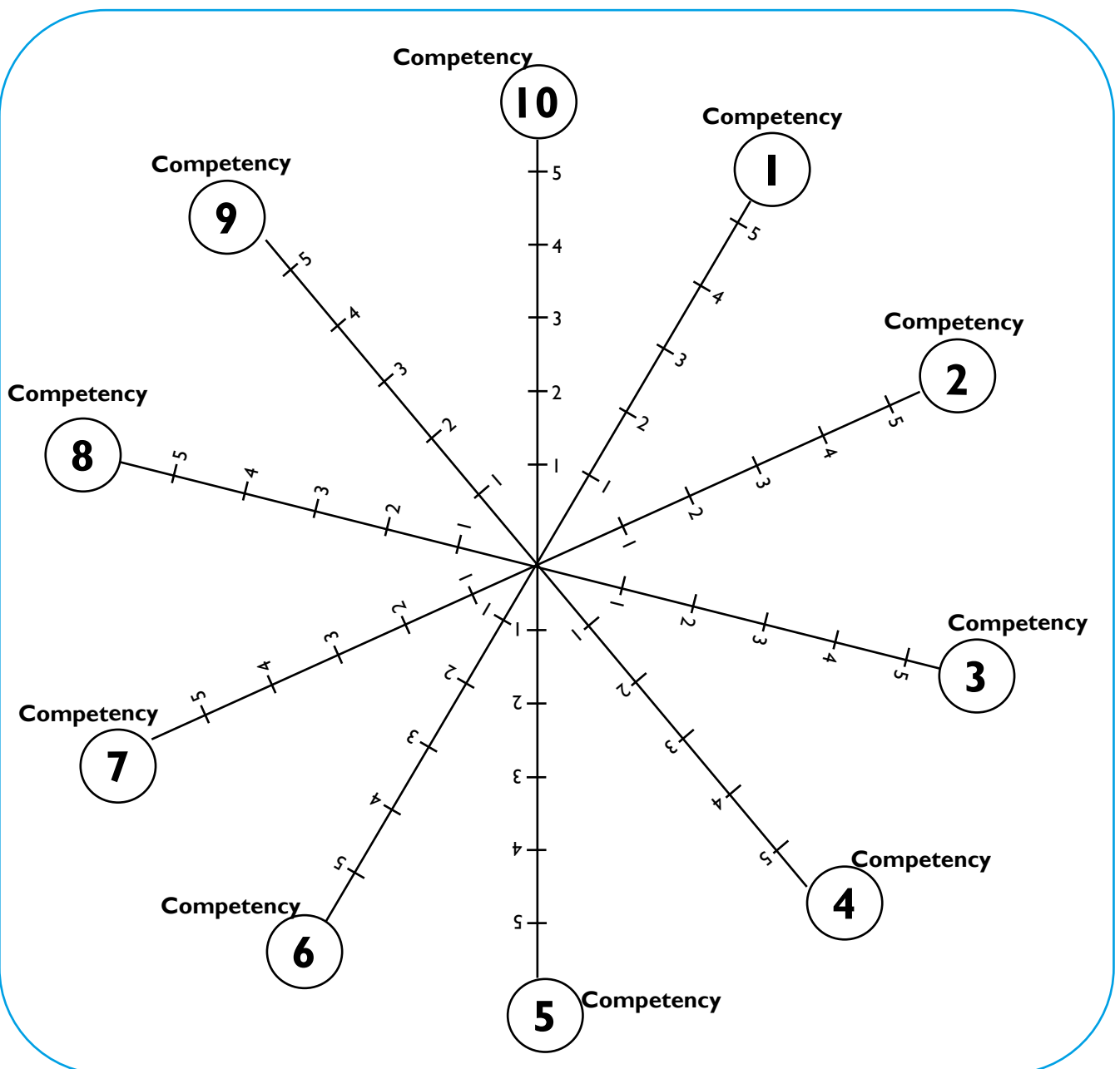
Step 3: Your Spider-web Analysis

Add up the scores for each competency from your colleagues and divide it by the number of colleagues who have filled in the score charts. For example, you have asked three colleagues to score you on this tool. On *Competency 2: Has a preference to work collaboratively*:

- one colleague scores you a 4,
- the second a 3,
- the third a 5

That is a total of 12. Divide that by '3 colleagues' and the average score is 4. Therefore circle the 4th notch on line 2. Repeat this for all 10 competencies.

Then join up the notches to form a web. The picture will inform you where your strengths and areas for development are.





Tool: CLA0.01

USER LOG

Project & date tool used	What was the desired outcome of using this tool?	What actually happened?	What would you do differently next time?

