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CCT 1: Collaborative Leadership - Equipping Yourself For The Journey

The following section is from the **Collaborative Leadership Across Communities** toolkit.

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COLLABORATIVE LEADERSHIP
EQUIPPING YOURSELF FOR THE JOURNEY

We would describe those who can comfortably switch between the three collaborative leadership styles as having the 'collaborative leadership gene'.

In this section of the cross-cutting theme *Equipping Yourself For The Journey* that runs across these books, you will explore if you possess the *collaborative leadership gene* to be effective in democratic and participatory leadership.

Today's leaders face the challenge of having to lead and influence other people way beyond the boundaries of the organisations that the leader works within.

They will frequently be required to lead (and be led) within partnerships made up of different organisations, with different cultures, resources, influences and powers.

Public sector leaders also have the community dimension to consider, playing their part in providing place-based leadership and support. This could be either democratic or participatory leadership.

Democratic and participatory leadership across communities can be evidenced in three styles:

- *Shared Leadership*
- *Participatory Leadership*
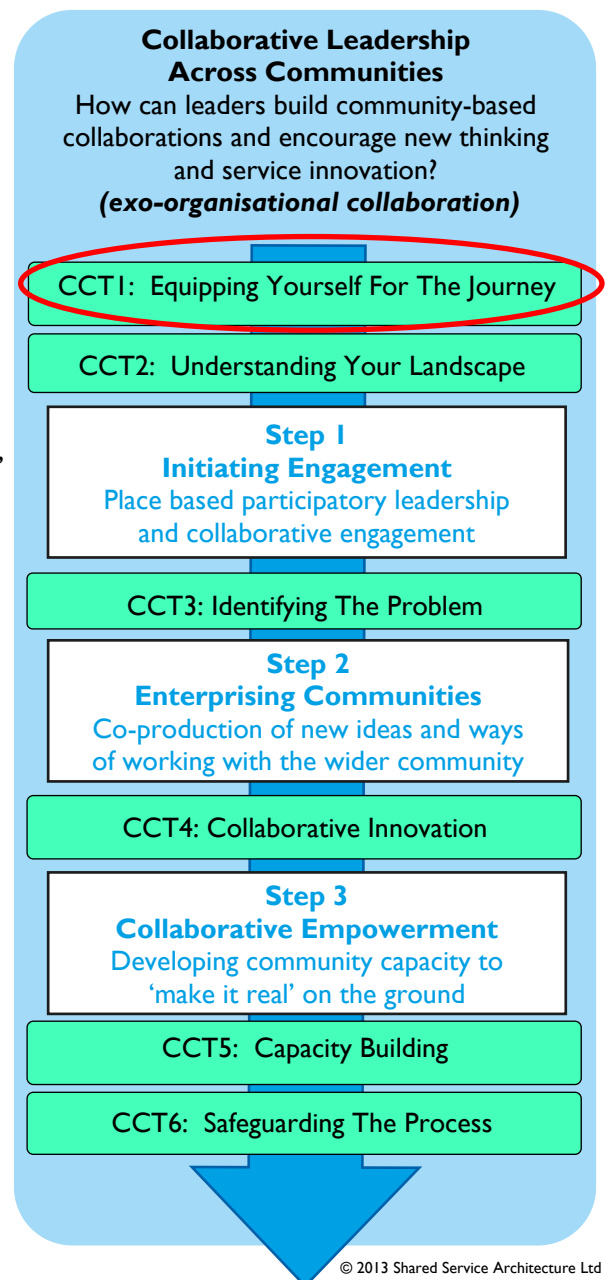- *Distributed Leadership*

Your job is to align these leadership styles to the differing organisational, partnership and community perspectives you are likely to face. This is pictured in **Fig 10,** over the page.

We would describe those who can comfortably switch between the three collaborative leadership styles as having the *'collaborative leadership gene'*.

Refreshing your understanding of collaborative leadership

To understand democratic and participatory leadership let us go back to some of the material in Books 1 & 2 and refresh our understanding of collaborative leadership.

Route Map 3

Collaborative Leadership Across Communities
How can leaders build community-based collaborations and encourage new thinking and service innovation?
(exo-organisational collaboration)

CCT1: Equipping Yourself For The Journey

CCT2: Understanding Your Landscape

Step 1
Initiating Engagement
Place based participatory leadership and collaborative engagement

CCT3: Identifying The Problem

Step 2
Enterprising Communities
Co-production of new ideas and ways of working with the wider community

CCT4: Collaborative Innovation

Step 3
Collaborative Empowerment
Developing community capacity to 'make it real' on the ground

CCT5: Capacity Building

CCT6: Safeguarding The Process

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At an entry level of definition, contributors to *Wikipedia* suggest that collaborative leadership is *'an emerging body of theory and management practice which is focused on the leadership skills and attributes needed to deliver across organisational boundaries'*.
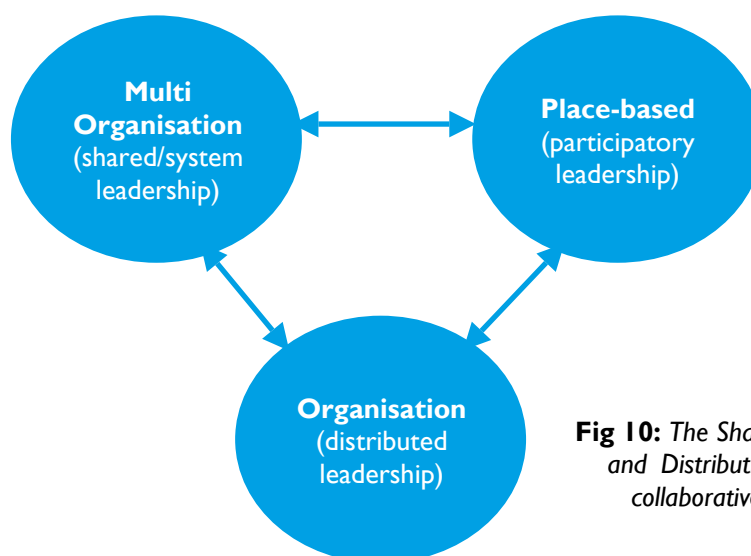
Fig 10: *The Shared, Participatory and Distributive models of collaborative leadership*

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.

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].

In their work on *Collaborative Leadership*, Chrislip and Larson (1994) described it the following way: '*…..Leaders are those who articulate a vision, inspire people to act, and focus on concrete problems and results. [But]… collaboration needs a different kind of leadership; it needs leaders who can safeguard the process, facilitate interaction, and patiently deal with high levels of frustration. Collaboration works when…leaders …keep the process going*'[2].

The Oxford Handbook of Inter-Organisational Relations, the bible for academic study into collaboration, disappointingly had little evidence of research on collaborative leadership.

To quote Sandra Schurijuer, '*little is known about leadership of inter-organisational forms as most research has studied intra-organisational leadership only*'[3].

This view was reinforced by Brookes (2008) who found '*limited literature on collective leadership (yet) theories abound in relation to the individual nature of leadership traits*'[4].

Whatever the definition used, today's leaders will need the collaborative agility to operate vertically (within their organisation) distributing leadership from the top down and bottom up, and horizontally across the whole system (across partners and wider into the local community) sharing leadership and supporting participative/democratic leadership.
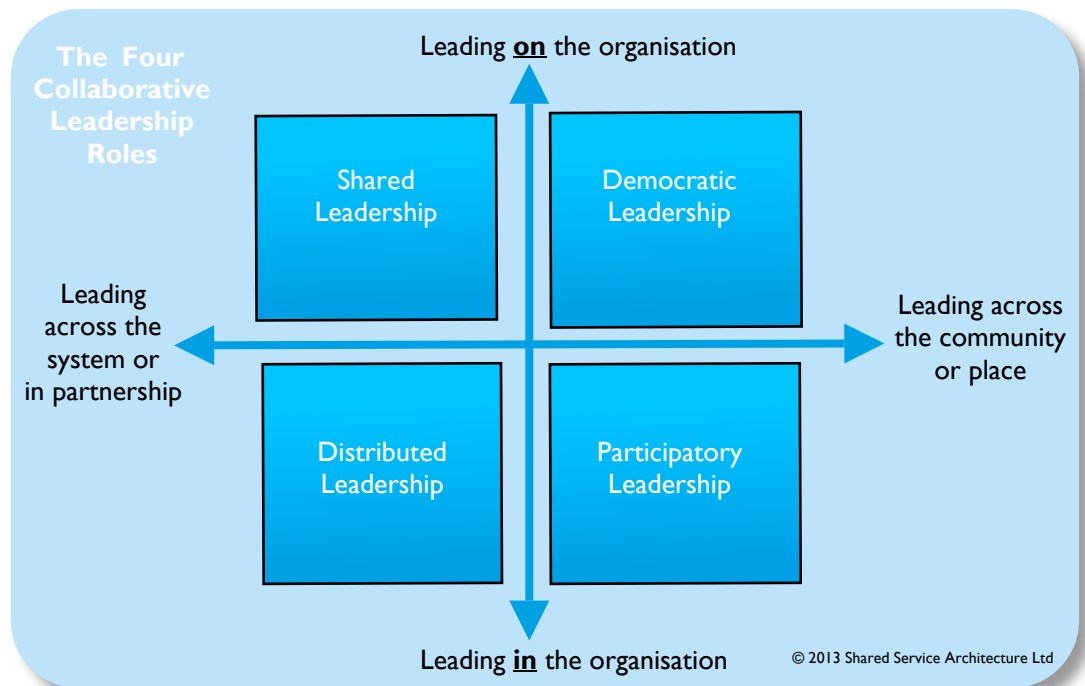
The matrix diagram of four collaborative leadership roles illustrated in **Fig 11** maps out the quadrants in which collaborative leadership operates. The four roles mean you must function in a way that is beyond the classic '*heroic leadership*' model of the past.

[1] Linden, R. (2003)
[2] Chrislip, D. and Larson, C. (1994)

[3] Schurijuer, S. (2008) *Oxford Handbook of Inter-Organisational Relations.* Oxford Press
[4] Brookes, D. (2008)

The Four Collaborative Leadership Roles

Leading **on** the organisation

Shared Leadership	Democratic Leadership
Distributed Leadership	Participatory Leadership

Leading across the system or in partnership ← → Leading across the community or place

Leading **in** the organisation

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Fig 11: *The Four Collaborative Leadership Roles*

The matrix diagram of four collaborative leadership roles above, maps out the quadrants in which collaborative leadership operates.

Beyond the 'heroic' to the 'collaborative'…

The traditional approaches to leadership seek to distinguish it from management. As Cameron and Green (2004) state: *'If management is all about delivering on current needs, then leadership is all about inventing the future'*[1].

Others such as Hersey and Blanchard[2] place leadership styles within a situational context. Delve further and you discover extensive research into the characteristics of leadership.

Some focus on habits, the most famous being Covey who identified seven habits of highly effective people[3].

George[4] developed the concept of authentic leadership by placing greater emphasis on leadership self-awareness, and Kotter et al[5] explored the leadership dynamics of change and discovered that leaders who made staff feel differently about the change were more successful.

Most of these theories tend to focus on the individual aspects of leadership, exploring the personal characteristics and attributes.

Much has been written about the *'charismatic'* or *'heroic'* leader, someone who can step forward and show the way, for example, the football manager who can turn the failing team around in weeks.

These approaches have held sway for many years, but the tide is turning as the really wicked problems require collaborative working. Heroic leadership does not work well in that context.

Therefore it is worth revisiting the Kings Fund report, mentioned in the theory and practice section in this book, on the future of leadership and management in the NHS[6].

The move to 'whole-place' leadership

Across local government, health and education the call for a more collegiate and collaborative approach to leadership is being voiced.

The Commission on the Future of Local Government has called for a new 'whole-place' leadership approach to revitalise cities and towns by joint working through new, local

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[1] Cameron, E. and Green, M. (2004)

[2] Blanchard, K. and Hersey, P. (1996)

[3] Covey, S. (1989)

[4] George, B. (2003)

[5] Kotter, et al (1996)

[6] King's Fund (2011) *The future leadership and management of the NHS - no more heroes.*

The SSA Collaborative Leadership Toolbox

The Collaborative Leadership Triangle

Types of leadership
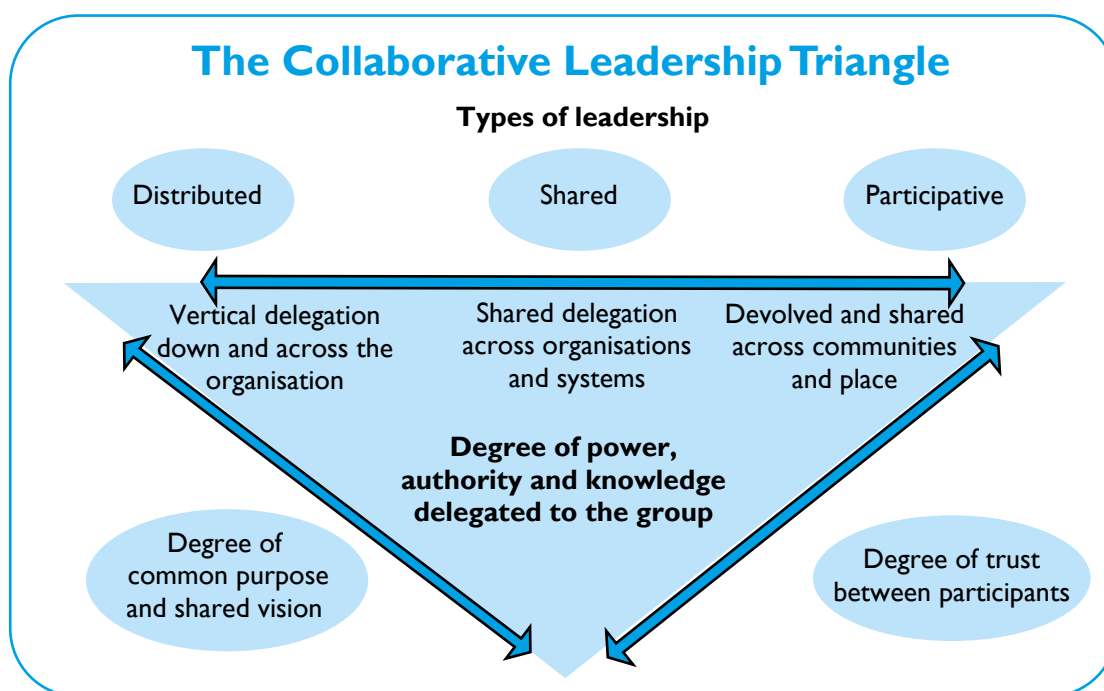
Fig 12: *The Collaborative Leadership Triangle (based on the Continuum of Collaborative Leadership)*

Distributed — Shared — Participative

Vertical delegation down and across the organisation — Shared delegation across organisations and systems — Devolved and shared across communities and place

Degree of power, authority and knowledge delegated to the group

Degree of common purpose and shared vision

Degree of trust between participants

Democratic and participatory leadership stretches beyond the confines of the organisation (distributed leadership) and beyond the sharing of leadership with and across other partner organisations (shared or systems leadership) to reach out to the community and citizens themselves.

government-led civic enterprise networks, with distinctive ambitions, common working values, and sharply focused actions[1].

They also call for shared leadership development programmes to nurture civil leadership skills across the community.

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].

The *Collaborative Leadership Triangle[3]* **(Fig 12)** captures the way in which leaders will need to flex their leadership approach to nurture:

- a collaborative culture within their organisations (distributed leadership)

- shared leadership between organisations working together to deliver their public purposes (system leadership)

- communities empowered to shape and co-produce public value (democratic/participatory leadership).

It is how to *empower communities to shape and co-produce public value* (democratic and participatory leadership) that is the purpose of this section of CCT1.

What does it mean to be a democratic or participative leader?

Democratic and participatory leadership stretches beyond the confines of the organisation (distributed leadership) and beyond the sharing of leadership with and across other partner organisations (shared or systems leadership) to reach out to the community and citizens.

Historically, democratic leadership has been the territory held by politicians (democratically elected) or appointment of democratic leaders onto public sector organisations and quangos[4].

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[1] Civic Enterprise (2012) *Commission on the future of local government*
[2] King's Fund Commission (2011)
[3] This draws on the Continuum Of Collaborative Leadership - Jameson, J. (2006) *Investigating Collaborative Leadership for Communities of Practice in Learning and Skills*. Centre For Excellence In Leadership.

[4] A quasi-autonomous non-governmental organisation (quango) is an organization to which a government has devolved power. In the United Kingdom this term covers different 'arms-length' government bodies, including 'non-departmental public bodies', non-ministerial departments and executive agencies.

Fig 13: *The differences between the roles of a leader, manager and politician.*

Leaders	Managers	Politicians
• Positional power • Build vision • Influence place • Transform services • Have long term horizons • Leverage resources • Create strategies • Are trusted	• Functional power • Develop action plans • Manage silos in place • Improve services • Have short term horizons • Manage resources • Practise • Are experienced	• Democratic power vote/veto • Create manifestos • Contest place • Float to test – battle for ideas • Have electoral horizons • Trade resources • Create policies • Are connected

For example, chief executives in councils have positional power, managers have functional power. But both are top-trumped by politicians who exercise democratic power…

Before we explore democratic and participatory leadership in more depth, it might be helpful to unpick the differences between the roles of a leader, manager and politician.

The key difference is power. For example, chief executives have positional power and managers have functional power. But both are top-trumped by politicians who exercise democratic power - with the right to vote and veto proposals and plans made by leaders and managers.

We have created **Fig 13** to summarise the key differences.

Democratic leadership is ultimately decided at the ballot box by citizens. However, a number of factors recently have edged the democratic leadership power base more towards the citizens themselves.

A key factor was the MPs' expenses scandal that took place in 2009, severely undermining public confidence in politicians.

Chrislip (2004) saw the political dynamic of public leadership as overcoming mistrust and scepticism to build civil leadership and empowering citizens to *'change the way communities do business on public issues'*[1].

Examples of practical guidance for political leadership include tools such as '*orchestrating the leadership system*', '*practising adaptive leadership*' and '*making use of the power you've got*'. These can be found in the LCLG Total Place guide[2].

Secondly, a more interconnected world has enabled citizens to challenge politicians both formally via e-petitions, and informally.

Thirdly, and in response to this, the coalition government's desire to redress the balance of power between the citizen and the state through a series of initiatives such as the Big Society, Open Public Services and the financial transparency agenda[3].

At the local level, councillors are seeking new ways of engaging communities and citizens in the decision-making process.

Examples of this include Lambeth LBC who have decided to radically alter the power relationship. This change involves a 'double shift' in power, from officers to councillor, and then to citizen. This new approach involves the council working to ensure citizens are more directly involved in the whole commissioning cycle.

[1] Chrislip, D. (2004)

[2] LCLG (2009) *Total Place: a practitioner's guide to doing things differently.* LCLG Publications
[3] Here councils are obliged to make public all operational expenses in excess of £500.

Ultimately both democratic leadership and participatory leadership require individuals to work in partnership with others.

As their Director of Policy[1] recently outlined: *'If we really want whole-system change to take place, and for the relationship between public services and communities to be genuinely renewed, it is vital that leadership comes from all sides and that all forms are recognised as equal'.*

There have been many examples of participatory leadership from the suffragettes movement for women's rights, the civil rights movement in the sixties and more recently initiatives such as Band-Aid. All, in some way or other, have shaped the democracies we live in.

The Demos report in 2007 outlined the premise of the collaborative state[2]. The think piece makes the case for using collaborative design principles as the way to bring about public sector reform.

They see, as central to this, participation leadership that empowers the user (citizen) to co-design and co-produce the public services they need.

Democratic leadership differs from the shared or distributed leadership models in that it requires leaders:

- to be more connected with the communities they serve
- to be more transparent and open with citizens sharing the intelligence and insights and knowledge
- to root their perspectives in the everyday lives of the people and communities they serve
- to paint a broader canvas that needs to stretch beyond the locality and place to encompass the whole of government and the public, private and voluntary sectors

- to actively nurture and build the civic leadership capacity in their communities

For citizens, participatory leadership requires:

- active volunteers prepared to step forward
- them to have an equal voice that is listened to
- empathy with and care about others
- the ability to work with diverse groups and interests
- willingness to innovate and learn

Ultimately both democratic leadership and participatory leadership require individuals to work in partnership with others. They must all have an aptitude and a willingness to work in partnership with others. Today's leaders must have what we call the '*collaborative leadership gene*'.

What competencies might indicate if you have the collaborative leadership gene?

Returning to Linden, who is one of the 'fathers' of collaborative leadership research, he proposes that:

'*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*'[3].

We are suggesting that some people are naturally effective in fulfilling his definition.

Drawing on the material across these three books and the underpinning academic observations, we are proposing there are ten

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[1] Sophia Looney, Director of Policy, Equalities and Performance, Lambeth LBC LGC 7 Feb 2013

[2] Parker, S. (2007) *The Collaborative State: How working together can transform public services*. Demos

[3] Linden, R. (2003)

Fig 14: *Collaborative Leadership Competencies*

Competency	• Definition	• Behaviours
1. Being able to 'walk in other's shoes'	• Understands the world from others' perspectives • Values input of diverse views to improve outcomes	• 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	• Engages colleagues, partners and customers to meet common objectives • Actively shares information and experience	• Respectful and helpful to colleagues and partners • Seeks to work in a team and not as an individual • Will share even 'uncomfortable' information
3. Possessing the drive to keep informed about partnering organisations, as well as their own	• Proactively stays informed of partners' sector and current trends • Understands their own organisation and the key drivers and issues facing partner organisations	• 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 good-will between partnering organisations	• Willing to go the extra mile	• Has a desire to make things better (not just for themselves but for colleagues, partners and customers)
5. Building consensus across the group	• Involves everyone who's affected by the action/decision	• Ensures that it's a reciprocal two-way relationship • Creates collective responsibility and reward across the partners • Seeks first to establish common ground

indicators of a '*collaborative leadership gene*' that marks out a collaborative leader:

1. Being able to 'walk in other's 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. Pro-actively building and sustaining trust between partners
9. Bing enthusiastic to learn from and listen to others
10. Naturally building and sustaining networks

We have then unpacked those ten competencies into a set of definitions which are defined by a set of behaviours.

The SSA Collaborative Leadership Toolbox

Fig 14: *Collaborative Leadership Competencies (Cont)*

Competency	● Definition	● Behaviours
6. Building effective cross-partner teams	● Ability to build multi-agency teams ● Builds balanced teams with the right blend of experience, styles and knowledge	● 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	● Use differences and challenges to improve delivery on common objectives ● Accepts conflict as a healthy part of the collaboration process	● 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	● Ability to build confidence and trust across the team so eliminating fear, power-plays and hidden agendas	● Focuses on building personal chemistry as it's harder than simply dividing tasks ● Has positive expectations of others ● Keeps 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	● Openness to new ideas, innovation and learning	● 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	● 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	● Values personal contacts ● Keeps promises when given ● Opens their network to others ● Is prepared to take the time to find out about others, eg arriving early at meetings to network

For example, in Competency 8 above, the definition is the ability to build confidence and trust across the team so eliminating fear, power-plays and hidden agendas.

This would be indicated in five behaviours that would be expected to meet the competency:

● Focus on building personal chemistry as it's harder than simply dividing tasks
● Have positive expectations of others
● Keeps their word/honour agreements
● Tells the truth and admits mistakes
● Respects others' knowledge, skills and abilities

Do you recognise yourself in these competencies and behaviours?

There is no pure evidence that a 'collaboration leadership gene' exists. It is a term we have created to capture an idea, that there are some people who appear to be significantly better at collaborative working than others.

It will also enable you to identify the areas for improvement, so that you can become a rounded and fully effective leader in collaboration settings.

What is excellent news is that people can learn to be more collaborative if they want to.

Using Tool CLA0.01 will help you to identify the competencies where you already work effectively in collaborative leadership.

It will also enable you to identify the areas for improvement so that you can become a rounded and fully effective leader in collaboration settings.

What may make you a little nervous is that Tool CLA0.01 is not designed for you to use to assess yourself.

It is a 360 degree tool. In other words you need to ask a small number of others to complete the questionnaire. That is likely to be more accurate than a personal appraisal.

The three cross-cutting tools

The table below introduces all the Cross-Cutting Theme (CCT) tools relating to CCT1: *Equipping Yourself For The Journey* and where they can be found in each of the collaborative leadership books.

Across the three books there are three tools to help you better equip yourself on this collaborative leadership journey.

Book	Tool	Application
Book 1: Collaborative Leadership Within Your Organisation	**Do you foster an internal culture of collaboration?** Tool CLW0.01	This tool is designed to help you assess the extent to which you foster a culture of collaborative working in your organisation
Book 2: Collaborative Leadership Between Organisations	**Shared leadership- facing up to collaborative inertia** Tool CLB0.01	This tool is designed to help your reflect on how you feel when dealing with complex and ambiguous issues that arise when working in partnership with other organisations
Book 3: Collaborative Leadership Across Communities	**Do you have the collaborative leadership gene?** Tool CLA0.01	This tool is designed to you explore the behaviours and positive traits of those individuals successful at working in democratic and participatory leadership

65