sharedservicearchitecture

COLLABORATIVE LEADERSHIP CHECKLIST

This tool is designed to help you assess your readiness as a collaborative leader.

Not investing in yourself, your organisation and your partnership's capacity to collaborate is a surefire recipe for failure .

Eleven questions to ask yourself…

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

shared service architecture

Tool: CLW7.01

COLLABORATIVE LEADERSHIP CHECKLIST

Collaborative leadership is a skill that not everyone has.
The good news is that it can be learned.

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Not investing in yourself, your organisation and your partnership's capacity to collaborate is a surefire recipe for failure .

There are numerous examples of failure of mergers and acquisitions in the private sector with reports that between 50% to 70% fail to deliver on the promise of the business case or the expected shareholder value[1].

We looked for common themes in the academic reviews which explained the lack of success and identified a top three. In reverse order, (roll of drums) here they are:

- **Third:** The project teams were un-skilled, under-resourced and lacked the authority[2] to be effective in their role

- **Second:** The business cases were over optimistic and their preparation under-resourced, resulting in incorrect predictions of potential outcomes and interdependency impacts

- **And in first place:** The leadership failed to lead, compromising on tough decisions[3], delegating project responsibility to others and being unwilling to personally change when new ways of working were demanded by the collaboration.

Whilst we are on the topic of inadequate leadership, let's just dwell a little longer on what the academics say about the subject.

'Executives…have a knack for falling prey to their own hype and promotion. Implementation is simply a detail and shareholder value is just around the corner. This is quite simply delusional thinking'[4].

'Merger failure is greatest during the integration process because of poor leadership resulting in ill-defined strategy, cultural differences, delays in communication, lack of clear vision, lack of level and quality of planning and insufficient resources allocated to meet strategic objectives'[5].

You may not be considering a merger, but you get the idea. Collaborative leadership is a skill that not everyone has. The good news is that it can be learned.

What are the traits of a good collaborative leader?

There are four main qualities that distinguish effective collaborative leaders[6]:

1. They combine tremendous persistence, energy and resolve with a measured ego.
2. They are passionate about the desired outcome.
3. Collaborative leaders pull others rather than push them.
4. Collaborative leaders think systematically

Distilling the academic papers and reports on collaboration skills, it appears that all you have to do to be a good collaborative leader is:

1. Create excitement about the collaboration's purpose
2. Be effective at getting the right people around the table and keeping them there

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[1] Kaylan, S et el Managing Alliances with the Balanced Scorecard. Harvard Business Review (Jan-Feb 2010), and Baird H (2010) *Literature Review For The Higher Education Collaborations, Alliances And Mergers Project.* Bristol. HEFCE.

[2] Many of the project leads were reporting into senior managers who would be put out of work if the projects were successful.

[3] For example, being unwilling to make redundant the jobs of people they had worked with for years.

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[4] Feldman, ML. & Spratt, MF (1999) *Five Frogs On A Log.* Wiley, Chichester

[5] Nguyen, H., Kleiner, B.H. (2003) *The Effective Management of Mergers.* Leadership and Organisation Development Journal. pp 447-454.

[6] Linden (2003)

The job of a [collaborative] leader is first, to ensure that the team will know things will not be the same any more.

3. Help players find the common interests and benefits, possible only through joint effort
4. Generate trust
5. Help design a transparent, credible process
6. Focus on the win-win
7. Make relationship building a priority for the group
8. Ensure senior champions are in place
9. Engage everyone in collaborative problem solving
10. Celebrate small successes, share credit widely
11. Provide confidence, hope and resilience

Job done then!

The high level practicalities are summarised in this paragraph: *The job of a [collaborative] leader is first to ensure that the team will know things will not be the same any more. Second, he or she will need to ensure people understand what will change, what will stay the same, and when it will all happen. Third, the leader needs to provide the right environment for people to try out new ways of doing things[7].*

Finally, here are three sneaky tips for collaborative leaders from another academic study[8]:

- *Under-promise and over-deliver!*
- *Standardise to reduce risk and achieve early cost savings*
- *Crawl-walk-run: start with a small pilot.*

On the next page we have provided a checklist for you to measure your personal collaborative leadership preparedness.

How to use this tool

Tool CLW7.01 is designed to help you assess your readiness as a collaborative leader.

This is your moment to relax in the Jacuzzi of collaboration and contemplate the next 12 months of your life leading on this project.

Step 1: Find yourself a quiet place to sit with the questionnaire on the next page.

Step 2: Answer the questions honestly.

Step 3: Look again at the characteristics of a good collaborative leader and decide what actions you need to take to be in that space.

Step 4: Get your diary out and dedicate specific blocks of time to your collaboration project.

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[7] Cameron, E. & Green M. (2012) *Making Sense of Change Management. 3rd Edition*. London. Kogan Page. P320.

[8] Mercer, M. (2011), *Shared Services & Cost-Saving Collaborations Deserve Respect*, Public Management, May 2011, pp9-12

Tool: CLW7.01

A Collaborative Leadership Checklist

Questions to ask yourself?	What did you discover about yourself?
1. Have you created excitement across the organisation about the collaborative benefits of this project?	
2. Have you got the right partners and people around the table?	
3. Have you co-created with them a shared vision based on common interests and joint effort?	
4. Have you built strong levels of trust between the partners?	
5. Have you ensured there is a transparent, credible collaborative working process in place?	
6. Are the mutual benefits clearly defined and agreed by the partners to the collaboration?	
7. Are you making this collaborative project a priority for you, your organisation, and other stakeholders?	
8. Is there a collaborative champion (Collaborative Transformation Architect) in place to support you?	
9. Are your people actively engaged in collaborative teams solving jointly shared problems?	
10. Is there a communication strategy so that progress and success can be communicated and celebrated?	
11. Are you constantly advocating the change – providing hope, confidence and resilience?	

Tool: CLW7.01

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?