

# Unit 1 – Are you a leader?

## PCN LEADERSHIP DEVELOPMENT PROGRAMME



## Self-Activity 1: What do you look for in a PCN leader?

*In your workbook, reflect on the leadership style and the top leadership skills and behaviours you are looking for in a leader.*



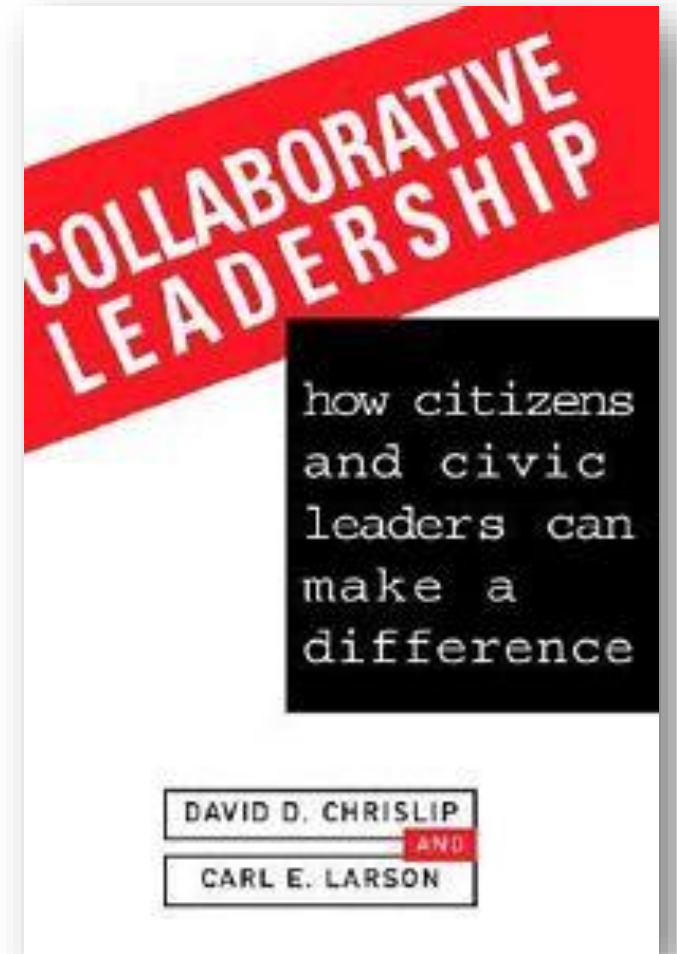
# What is collaborative leadership all about?

## Collaborative leadership:

*'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.'*

David Chrislip and Carl Larson (1994) *Collaborative Leadership*



sharedservice architecture

# Why is collaborative leadership different?

When we say collaborative leadership is

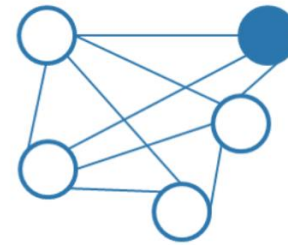
**‘leadership without power and authority’**

what do we mean?

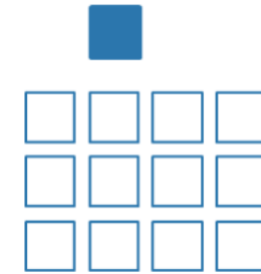
## Three types of Influence



**Positional**



**Relational**



**Expert**

The key distinction between collaborative leadership and management, is that it draws most of its power and influence through trusted relationships.

**You manage things and lead people**



## The Key Elements of Systems Leadership



**It's all about collaborative leadership**






# A new understanding of what leadership means

## Self-Activity 2: Are you a leader?

*In your workbook, reflect on a situation when you had to be a first mover, take the lead, or initiate something successfully even if you had no hierarchical power over your peers.*

*This can be an example from work or personal life.*

-  How do you turn-up for a meetings?
-  Collaboration is a participatory/contact sport
-  Lean into the discomfort and be a first mover





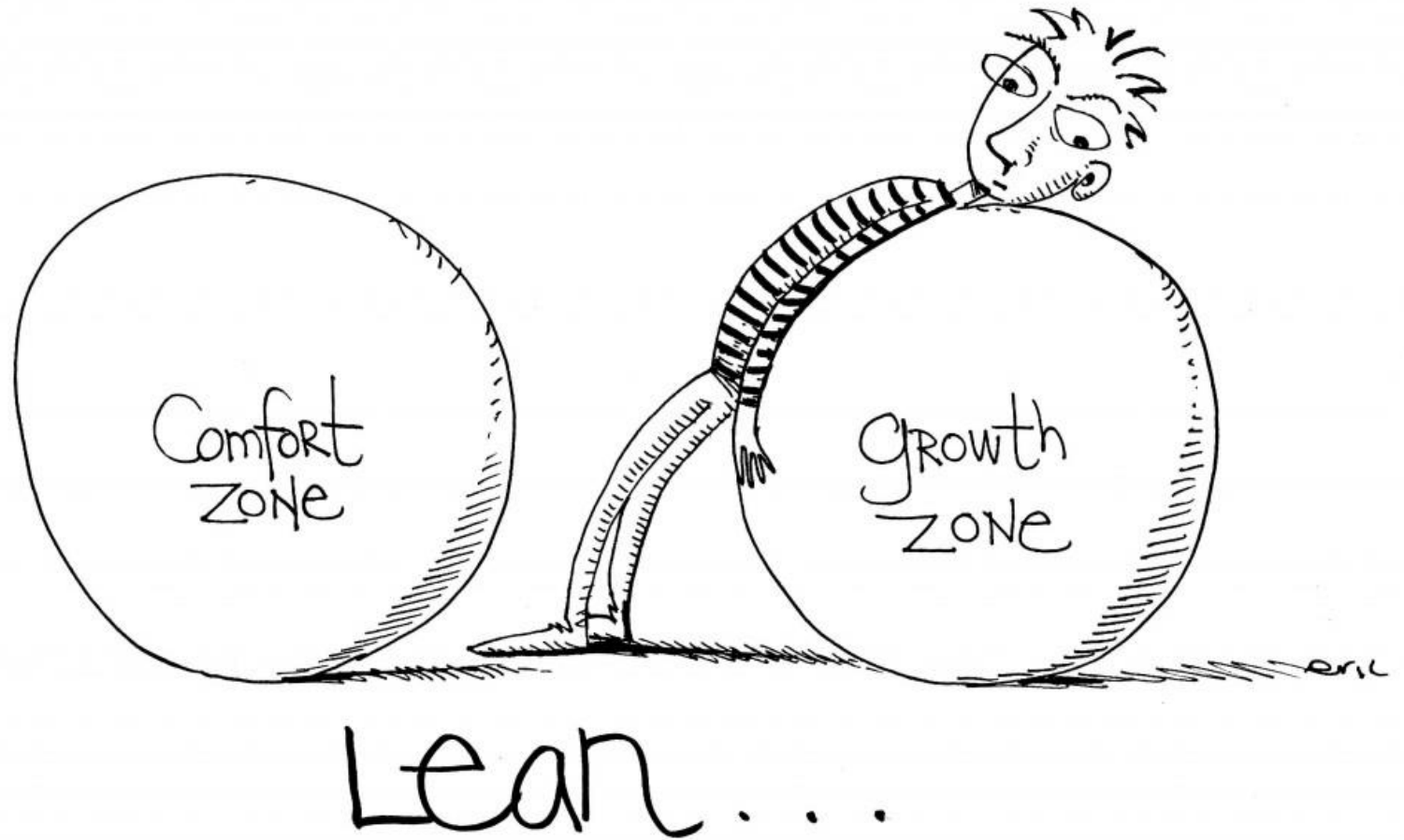


Lean into the  
discomfort of the work.

Brené Brown

## Self-Activity 3: When do you lean into the discomfort?

*In your workbook, reflect on the kind of situations are you able to bring the biggest influence and impact?*





# Collaborative v Cooperative behaviours



Before you embark on multidisciplinary/ multi-agency team working, consider the following questions:

- ❁ Am I ready to share?
- ❁ Am I ready to deal with the competition?
- ❁ Do I really want honest feedback?
- ❁ Am I prepared to let go of my area?
- ❁ Will people might think I am not quick enough?
- ❁ What will I need to stop doing to help this collaboration work?
- ❁ Do I hate conflict, and will I avoid it?

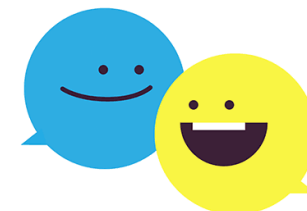
## Self-Activity 4 – Do you have the collaborative leadership gene?

*Using the diagnostic, self-assess your collaborative behaviours of collaborative leadership.*

*What can you learn by doing the self-assessment? What are your areas for development?*

See tool CLA0.01

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



### Top tip

*Considering the emotional and behavioural aspects of collaborative leadership is critical and will support you in role-modelling the behaviours you want to see in others and in managing yourself.*