

COLLABORATIVE LEADERSHIP: MASTER CLASS

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Chair: Collaborative Research Network:
policy & Planning for Regional Sustainability

Introduction

Background

- Collaboration is the ‘holy grail’
 - If only we could collaborate would solve problems
- But collaboration is hard to achieve & even harder to sustain
- Problem:
 - Not differentiated
 - Complicated by collaborative push & rhetoric
 - Competencies, including leadership are often embedded in ‘old ways of working’
- Future is likely to require even more collaboration, timely to learn from & reflect
- Master Class is based on 10 years research

TODAY

- Discuss & distil current 'big issues' & the need to work together & collaborate
 - Leadership roles
- Foundation information on collaboration and working together
 - Differentiation of collaboration
 - When to collaborate & collaborative readiness
- Leadership defined & explored
 - Collaborative leadership
 - Collaborative leadership in practice

Leadership Vs Management (Kotter)

Management

- POSTDCOR
- Planning & budgeting, organising and staffing, controlling & problem solving
- Predictability & Order

Leadership

- Developing vision & strategies
- Aligning people
- Motivating and inspiring performance
- Dramatic & useful change

Leadership & Management

- Managers are people who do things right and leaders are people who do the right thing
- Bennis & Nanus 1985: 21

Leadership

Traits

- Motivation

Behaviours

Collaboration ... not business as usual

- Collaboration – brings together disparate & often previously competing agencies together to achieve what can't be delivered working alone.
- To be effective participating organisations must – realise their interdependency, let go of autonomy, share resources & power and risk & rewards – be willing to work for collective good
- Not always an easy thing!!!

Integration Continuum

COOPERATIVE

COORDINATIVE

COLLABORATIVE

Low trust — unstable relations	Medium trust — based on prior relations	High trust — stable relations
Infrequent communication flows	Structured communication flows	Thick communication flows
Known information sharing	'Project' related and directed information sharing	Tactical information sharing
Adjusting actions	Joint projects, joint funding, joint policy	Systems change
Independent/autonomous goals	Semi-independent goals	Dense interdependent relations and goals
Power remains with organisation	Power remains with organisations	Shared power
Resources — remain own	Shared resources around project	Pooled, collective resources
Commitment and accountability to own agency	Commitment and accountability to own agency and project	Commitment and accountability to the network first
Relational time frame requirement — short term	Relational time frame medium term — often based on prior projects	Relational time frame requirement — long term 3-5 years

Do we really need to do this?

- Collaboration – high rewards – high resources & risks
- Is there a genuine need to collaborate ?
 - Would some other form of ‘working together’ suffice?
- What are you looking to achieve?
- Are there any other ‘drivers’ for collaboration
 - Funding; legitimacy; ‘right thing to do’?
- What are the collective outcomes?
- What will my organisation ‘get’ out of the collaboration?

Is my organisation ready to collaborate

- Change ready?
 - Organisational structures & processes that support collaboration & systems change
 - Does it embrace & facilitate change or resist
- Able & willing to collaborate?
 - Do representatives at table have authority to make decisions
 - Is level of authority = to issues & change level
 - Is there specific support to work outside boundaries
 - Commitment, up-front, to activity contribute & share
- Open to scrutiny
 - Accept critical examination/assessment of processes & actions
 - Frank exchange of opinions
- Collaborative capacity & capability
 - Organisational structures, processes & systems conducive to collaboration
 - Skill set necessary for collaboration: collaborative competencies

Collaborative Competencies

From theory to practice

<i>Collaboration actions/decisions</i>	<i>P/O & policy adjustments</i>
Membership stability - agree not to take promotions or changes in roles	HR processes focused on organisation advancement Loss of ability to control staff Collaborative skills audit; Organisational 'readiness' audit
Shift from focus on organisational 'positions' to 'issues' 12 months 'down time' learning about each other	Expectation for immediate action/outcomes Expectation that members will push 'positions'
Agreement to fund/support member organisation Draw from pooled funding	Expectation that P/O & collaboration resources are directed to collaboration & P/O benefit Changed funding agreements Expectation of equivalent contribution Collective vs individual outcomes
Accepting 'free riders' involvement in collaboration in hope that	As above
Accepting 'new' agencies into existing collaborative arrangements	Willingness to let other 'new' agencies to 'free ride' on prior 'relational or network' capital & efforts
Adoption of processes & procedures for the collaboration –contradictory to P/O	Willingness to 'step back' allow space for the collaboration to establish & evolve Trust the collaboration process
Members commitment to collaboration & each other first	Expectation that workers represent P/O first Accountability widened & blurred Acceptance of dual role & need for stronger legitimacy to 'work outside organisation'

Collaborative Leadership