

Collaborative Leadership in a multi-stakeholder environment

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A decorative graphic consisting of several horizontal lines of varying lengths and shades of gray, extending from the right edge of the slide towards the center.

Outcomes from this session

- Importance of members developing, maintaining and using relationships (both internal and external) to provide effective collaborative leadership at the political, organisational and wider community levels
- Your role / experiences / challenges as Political Leaders in exercising collaborative leadership

Outcomes

- Focus on your own approach to leadership within this context– what should I continue doing? What might I need to change?
- The importance of collaborative leadership in the leadership of your portfolio / sphere of influence

Given the context you find yourself in, do any of the quotes resonate for you?

Leading for a purpose

DEAL

Where are you focusing your leadership attention on?

What difference do you want to make?

I as a leader

Your Leadership Journey
Understanding your leadership style

We as leaders

Leading through relationships

RELATIONSHIPS

Which relationships and where do they impact on your leadership challenges?

The context / political terrain

- What are the key leadership challenges you are facing as members generally.
- Challenges in relation to the sport agenda?
- Why the need to discuss collaborative leadership?

The leadership challenges we are facing...

- Massive political uncertainty – UK and internationally
- Reducing budgets maintaining services
- Leading complex community change
- Crisis of one form or another
- Brexit
- Leading organisational /cultural change
- Reprioritisations – how does my portfolio fare? Is my area viewed as ‘business critical’?
- Working with partners and stakeholders – Collaborative Leadership

The Perfect Storm



Multi-stakeholder environments

Tasks:

1. Make a list of the key stakeholders involved in delivery of sport and leisure provision in your area.
2. Work with others on your table to agree the stakeholders' level of interest as well as what power they wield and how you can tap into that power to win them over to your side...and keep them there.

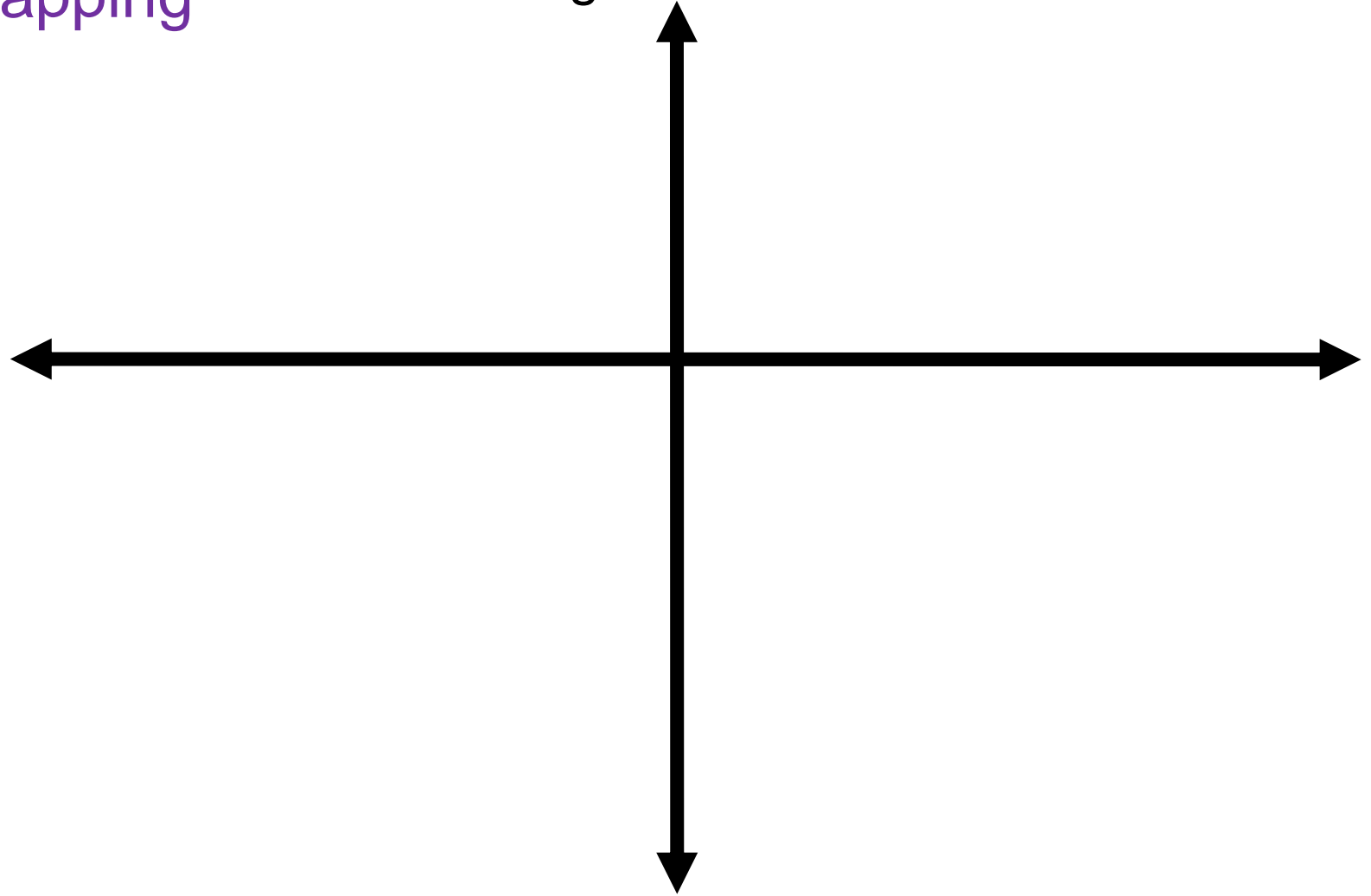
Stakeholder Mapping

High POWER

Low POWER

Low INTEREST

High INTEREST



Stakeholder Mapping

LOW INTEREST

High POWER

High power – low Interest
KEEP SATISFIED
Need to engage

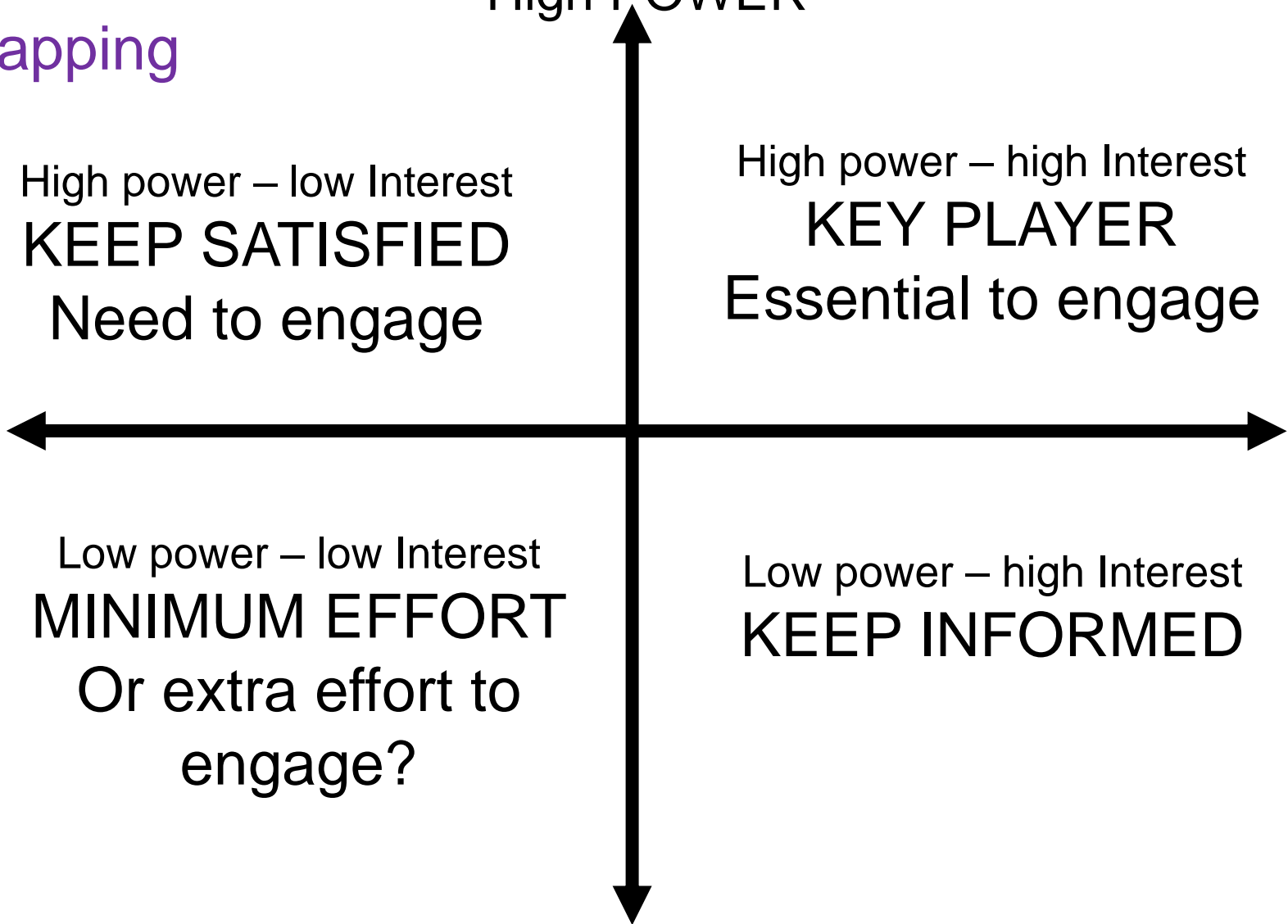
High power – high Interest
KEY PLAYER
Essential to engage

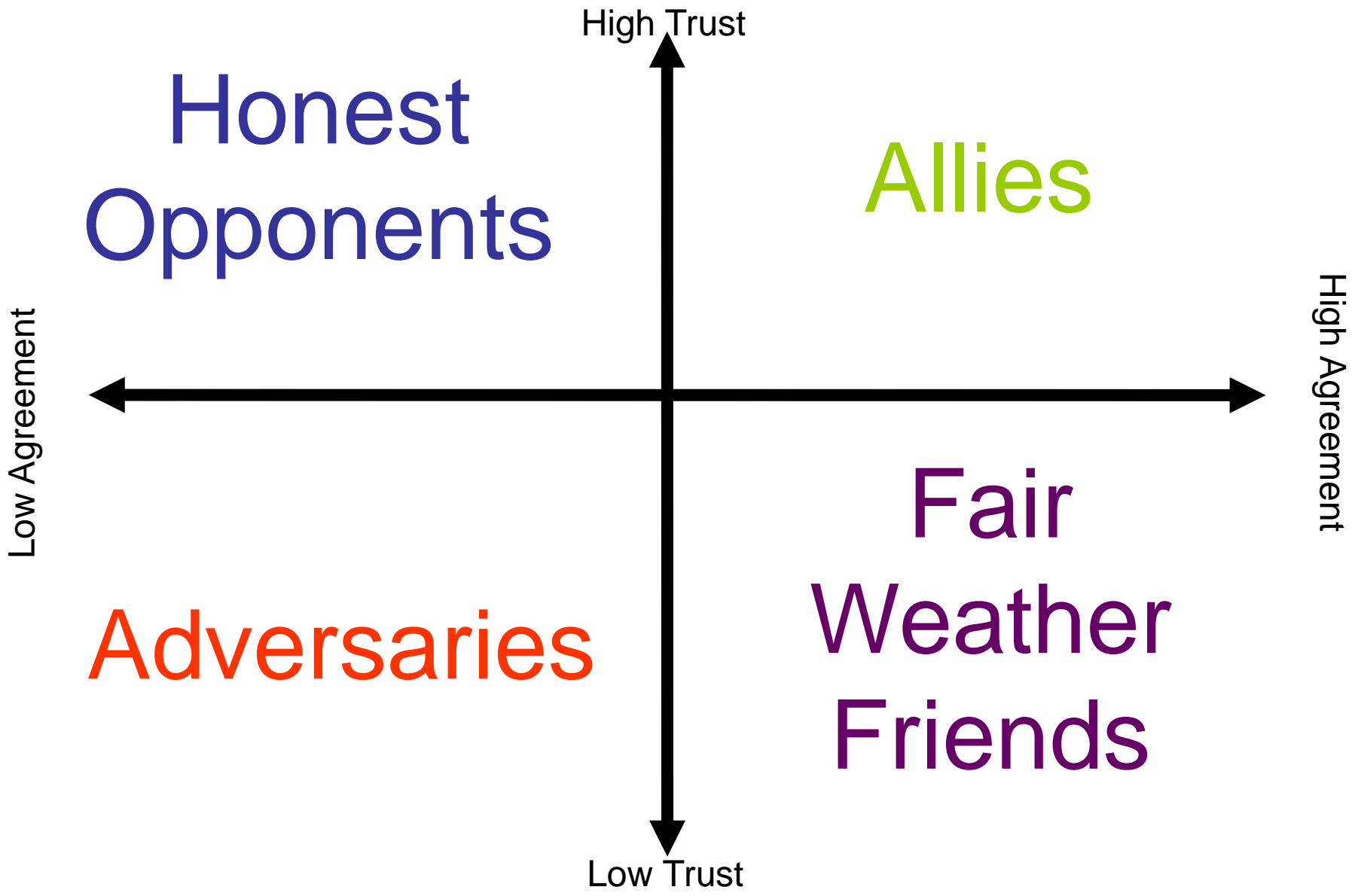
High INTEREST

Low power – low Interest
MINIMUM EFFORT
Or extra effort to engage?

Low power – high Interest
KEEP INFORMED

LOW POWER





High Trust

Honest Opponents

- Reaffirm quality of the relationship – one based on trust
- State your position with supporting views, if necessary
- State in a neutral way your understanding of their position
- Engage in some kind of problem solving appropriate to the situation

Allies

- Deal them into your ongoing processes and work
- Affirm agreement on purpose, project, vision
- Reaffirm the quality of the relationship
- Acknowledge any doubts/vulnerabilities relating to your tasks, challenges, etc.
- Ask for advice & support now and as an ongoing process

High Agreement

Low Agreement

- State your vision, purpose, goals, etc.
- State in a neutral way your best understanding of your adversary's position
- Identify your own contribution to the problem (this might feel like giving them ammunition – but remember whatever damage they can do they probably already have done)
- End the meeting with stating your plans in dealing with the situation and no demands from them

- Reaffirm the agreement – what it is that you agree about and that they are on record as agreeing
- Acknowledge the caution that exists – there are some reservations, probably from both parties
- Be clear about what you want from them in terms of working together
- Ask them to do the same
- Try to reach some agreement with them as to how you're both going to work together

Adversaries

Low Trust

Fair Weather Friends

Why do councillors need to be collaborative leaders?

- Increasingly needing to deal with 'wicked issues'
- Critical for effective leadership of community-based planning and service delivery
- Critical for solving complex community problems
- Critical for effective political collaboration to tackle 'big' issues eg. economic downturn or climate change
- Critical to succeed as a leader and to 'get your plan in place'
- Critical for effective partnership working

Your leadership approach – collaborative leadership;

Lessons to be learned?

Leadership agility in times of change



So what do effective leaders do?





EDGY CATALYSER

- Asks the difficult, penetrating questions
- Spots dysfunction and resistance
- Creates discomfort and unease when things aren't improving

*“This is a serious problem.
Let’s bring some energy
and focus to this!”*



THOUGHTFUL ARCHITECT

- Is principal architect and designer of the strategies
- Crafts seemingly disparate ideas into a way forward
- Scans the environment, sees what's happening in the environment and creates an organising framework

“Let me explain how it all fits together”



VISIONARY MOTIVATOR

- Articulates a compelling picture of the future
- Gives clarity of purpose to people by promoting a motivating vision of the future
- Holds the vision long enough and strong enough for others to step into

“Let’s work together towards a brighter future”



MEASURED CONNECTOR

- Reinforces what's important and establishes a few simple rules
- Calmly influences complex change activity through focused reassurance
- Connects people and agendas

“Get together and take time to focus on this”



TENACIOUS IMPLEMENTER

- Doggedly pursues the plan
- Holds people to account
- Leads by driving a project through to completion

“Just follow the plan and we’ll get this done”



Go to the role that comes to you easiest-

With others, identify the characteristics that attracted you to it.

(Take your handout with you)

Go to the role that you need to develop the most

Discuss what characteristics you need to develop and how you might do this

As a group, identify a leadership challenge concerning one of you and support the individual in determining the action / approach required using this role

Collaborative Leadership

What has all of this got to do with collaborative leadership?

What are the personal leadership lessons that you draw from this given the challenges you face?

The less certain we are about the solution the more we have to...

We as leaders

- Establish shared goals across organisational boundaries
- Develop shared narratives
- Build trust and share the risk
- Be courageous and have robust discussions
- Spot talent and enable it to act
- Understand the new skills mix and mindsets required to provide strategic leadership in this context
- Exchange information and resources
- Spot opportunities as they unfold
- Create new knowledge
- Enable, facilitate and coach

I as a leader

Relationship and Deal: *remember it is the relationship that is more likely to scupper the deal not the other way around.*



“successful partnerships manage the relationship not just the deal”

Professor Rosabeth Moss Kanter

Collaborative leadership – key lessons

- Find the *personal* motive for collaborating
- Find ways of simplifying complex situations for your communities
- Prepare for how you are going to handle conflict well in advance
- Recognise that there are some people or organisations you just can't partner with
- Have the courage to act for the long term
- Actively manage the tension between focusing on delivery and on building relationships

Key lessons continued...

- Invest in strong personal relationships at all levels
- Inject energy, passion and drive into your leadership style
- Have the confidence to share the credit
- Continually develop your interpersonal skills, in particular: empathy, patience, tenacity, holding difficult conversations and coalition building
- Act as a strategic facilitator between different groups
- Be FOCUSed

Why should anyone want to be led by you?

Start / Stop / Continue

- What will you start doing,
- Stop doing?
- Continue to do?