



**The Turning Point Leadership Development  
National Excellence Collaborative**

Vision: Collaborative leadership is used to its fullest potential to achieve policy and systems change that maximizes the public's health.

Mission: Increase collaborative leadership capacity across sectors and at all levels.

Other Turning Point National Excellence Collaboratives:

- Modernize public health statutes
- Create accountable systems to measure performance
- Utilize information technology
- Invest in social marketing



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## **What is Collaborative Leadership?**

- The processes, activities, and relationships in which a group and its members engage in collaboration.
- Collaboration is defined as “exchanging information and sharing or pooling resources for mutual benefit to achieve a common purpose.”



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## What is a Collaborative Leader?

Someone who safeguards and promotes the collaborative process.



## Who is a Collaborative Leader?

Skills	Capacities
Conflict management	Uncertainty
Developing trust	Taking perspective
Communication	Self-reflection
Decision-making	Ego control
Creating safety	
Assessment	



## Why is Collaborative Leadership Important?

- Most public health problems are complex, interdependent, and messy.
- These type of problems require a systems approach with diverse input and multiple perspectives.
- Many sectors need to “own” the solution for it to be successfully implemented.



## Six Practices of Collaborative Leadership



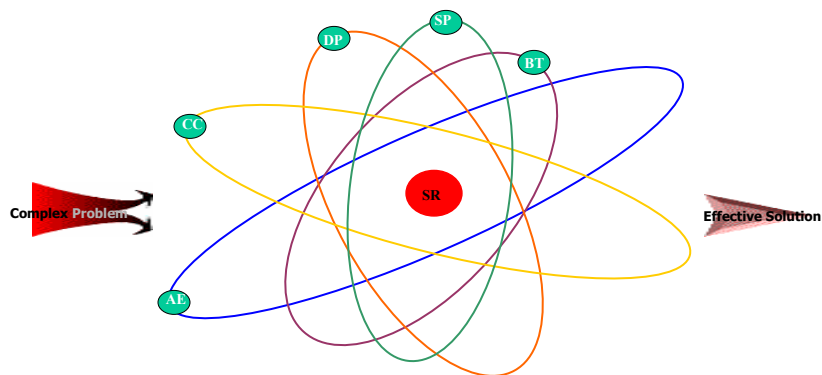
# Six Practices of Collaborative Leadership

- Identified by the Turning Point Leadership Development National Excellence Collaborative
- Research included:
  - Literature reviews
  - Individual interviews
  - Focus groups
  - Expert panel debates
  - Attendance at leadership development training programs



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## Six Practices of Collaborative Leadership



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## Developing People



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## Developing People

Bringing out the best in others

- Realize and promote the potential present in other people;
- Give up ownership or control;
- Maximize the use of other people's talents and resources;
- Use coaching and mentoring to create power, which increases leadership capacities;
- Build confidence by setting goals and receiving performance feedback.



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# Mentoring

A process in which an experienced individual helps another person develop his or her goals and skills through a series of time-limited, confidential, one-to-one conversations and other learning activities; long-term career development focus.

Source: Center for Health Leadership and Practice, 2002



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# Coaching

An activity that results in the improvement of skills, capacity, and performance; short-term skills focus.

(Center for Health Leadership and Practice, 2002)



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## Sage on the Stage → Guide on the Side

	From	To
<b>Learner's Role</b>	Passive; chosen by higher-up	Active Partner; Seeks and develops relationship
<b>Developer's Role</b>	Authoritarian-Directive	Facilitating-Supportive
<b>Relationship</b>	One-on-one	Multiple mentors/coaches over a lifetime; multiple models: peers, individual, group
<b>Learning Process</b>	Developer responsible for learner's learning	Self-directed; learner's responsibility
<b>Length of Relationship</b>	Calendar focused	Goal focused
<b>Focus</b>	Product-oriented; transferring knowledge	Process oriented; critical reflection before application



## Methods for Change

- Exposure to different ideas
- Exposure to different cultures
- Experience/Practice
- Self reflection (e.g., logs, journals)
- Mentoring/Coaching
  - 360-degree assessment, shadowing
- Peer support

