



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



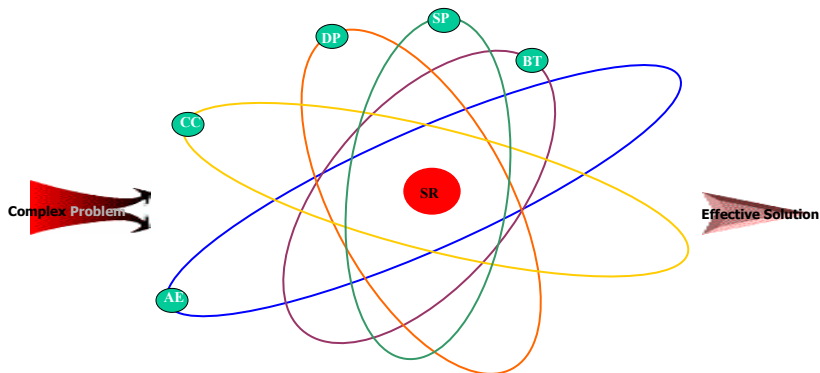
Six Practices of Collaborative Leadership

- 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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Sharing Power and Influence



Sharing Power and Influence

Developing the synergy of people, organizations, and communities to accomplish a shared vision.



Eight Sources of Power

- Position/Authority
- Information and Expertise
- Control of Rewards
- Coercion
- Alliance and Networks
- Access and Control of Agendas
- Control of Meaning and Symbols
- Personality



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

