Leading For Results:

Collaboration – A Key Ingredient to Leading For Results

Policy LINK strengthens the leadership capacity of public, private, and civil society actors— and fosters collective action among them to transform policy system.
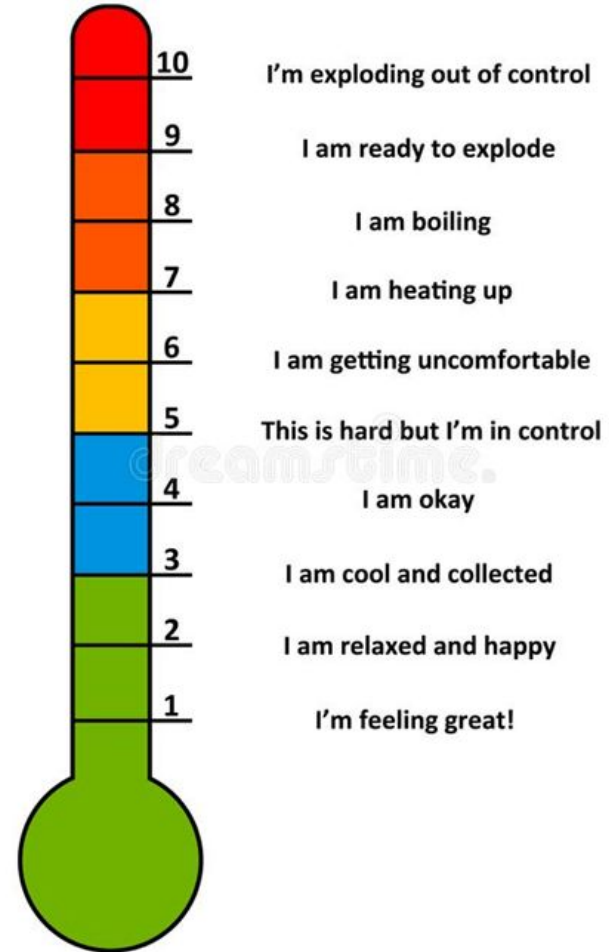
Our Emotional Thermometer

Where are you?

Feelings thermometer

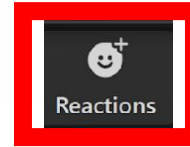|	
10	I'm exploding out of control
9	I am ready to explode
8	I am boiling
7	I am heating up
6	I am getting uncomfortable
5	This is hard but I'm in control
4	I am okay
3	I am cool and collected
2	I am relaxed and happy
1	I'm feeling great!

How to Raise Your Hand
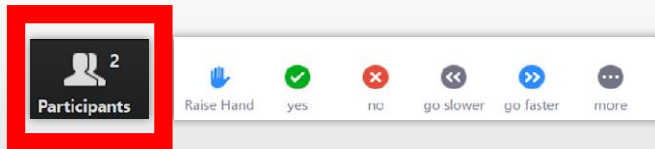
TRY IT YOURSELF!

1. Click on the **Reactions tab** to enable the reactions.

2. You will see the functions for **raising your hand, stating yes/no, etc**.
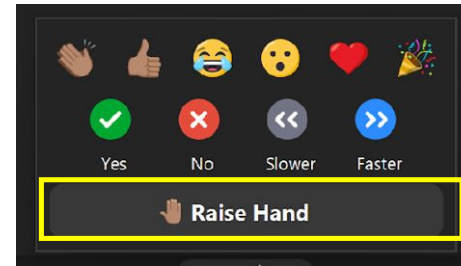
3. Reactions will only stay active for **10 seconds** and they will disappear.

If you have an **older version of Zoom**, the functions will be at the bottom of the **Participants panel.**

Pre-work Takeaways

Cultivating Collaboration: Don't Be So Defensive!

- Why were the key messages you took from the video?

- What opportunities or challenges do you find with implementing his advice given the current context?
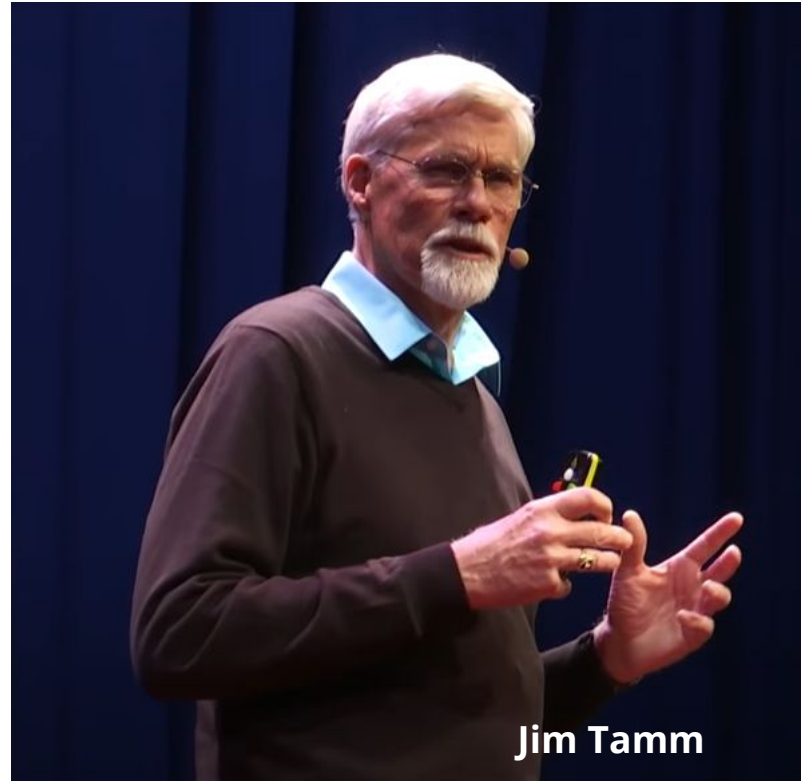
Jim Tamm

Steps for Decreasing Defensiveness to Ready Yourself for Collaboration

1. Acknowledge it
2. Slow down
3. Check negative self-talk
4. Create an action step

Collaboration by Morten T. Hansen

How Leaders Avoid the Traps, Create Unity and Reap Big Results

Sony's Sad Tale

Discipline collaboration is the leadership practice of properly assessing when to collaborate (and when not to) and instilling in people both the willingness and the ability to collaborate when required

Morten T. Hansen

Getting Collaboration Wrong: Collaboration Traps

- Over-collaborating
- Overshooting the potential value
- Collaborating in hostile territory (highly competitive environments)
- Underestimating the costs
- Misdiagnosing the problem
- Implementing the wrong solution

Bad collaboration is characterized by high friction and poor focus on results

Collaboration by Morten T. Hansen
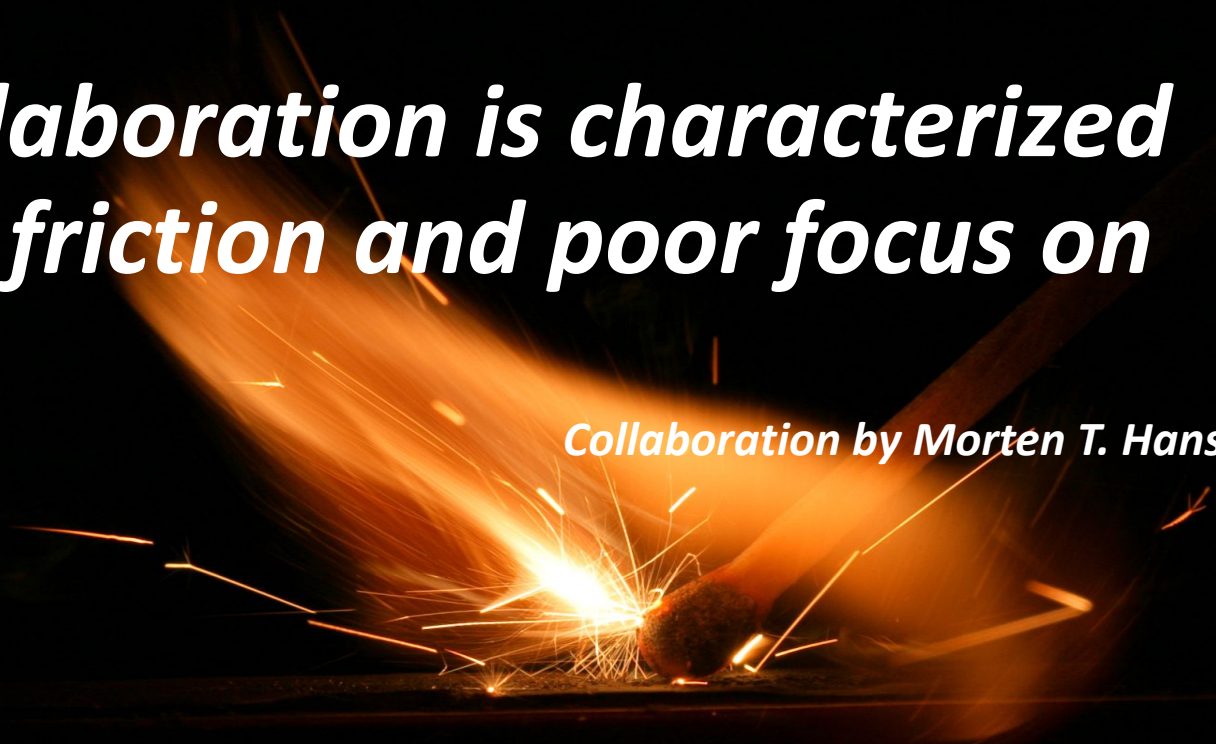
When to Collaborate

- The goal is not collaboration, but **greater results**
- Assess potential in 3 areas
  - Better **innovation** through collaboration
  - Better **quality programs**, better **service** to missions & others
  - Better, more **efficient operations**

POLL: When there are opportunities for collaboration <u>within</u> your organization, which benefit are you most often seeking?

POLL: When there are opportunities for collaboration <u>outside</u> of your organization, which benefit are you most often seeking?:

Collaboration Premium

Collaboration premium = **return on project (results)** **– opportunity costs – collaboration costs**

Four Barriers to Collaboration

People are unwilling to go outside of their own unit to seek input from others

Not invented here

Hoarding

Search problem

Transfer problem

Four Barriers to Collaboration

Not invented here

Hoarding

Search problem

Transfer problem

People are unwilling to help and share what they know

Four Barriers to Collaboration

People look for people and information and cannot easily find them

Not invented here	**Hoarding**
Search problem	**Transfer problem**

Four Barriers to Collaboration

Not invented here

Hoarding

Search problem

Transfer problem

People are unable to transfer knowledge easily from one place to another

Small Group Work in Breakout Rooms

In your breakout rooms you will be assigned one barrier.

- **Answer the questions** -

  - In what way does your assigned barrier show up in the work you do?

  - What are some practical solutions to addressing that barrier for greater collaborative success?

- **Designate a group member to report out** from the Jamboard.

- You have **15 minutes.**

Solutions to Collaboration Barriers

- Build **nimble networks**
- Cultivate **T shaped management,** simultaneously deliver **results in their own job** (the vertical part of the T) and deliver **results by collaborating across the company** (the horizontal part of the T)
- **Unify** people

results by collaborating across the company

results in their own job

3 Collaborative Leader Behaviors

- **Redefine success:** Transcend narrow agendas and define success as a bigger goal.

- **Involve others:** Be open to input, different viewpoints, debate, and working with others in the decision-making process.

- **Be accountable:** Be responsible for reaching goals and accountable for decisions made. Hold others accountable as well.

We have covered the following topics in this leadership series:

1. **Mindset**
2. **Leading Rather than Managing**

3. **Leadership Styles**

4. **Collaboration**

Reflecting on these topics, what are your takeaways for what is needed to collaboratively lead and achieve results given the challenges and opportunities you face?

Please jot down notes for yourself

1. **Mindset**

2. Leading Rather Than Managing

Congratulations!

3. Leadership Styles

4. Collaboration

- Look for **reference pieces and video links** coming soon

- **Session evaluation** (copy and paste the link in the chat box into your browser!)

- Thanks for being part of this **webinar series!**

Thank you

Collaboration in Crisis

Emerging research from Lund University, Sweden

Leadership Ideals as Barriers for Efficient Collaboration During Emergencies and Disasters

Christian Uhr*

*Department of Risk Management and Societal Safety, Lund University, Box 118, 221 00 Lund, Sweden.
E-mail: christian.uhr@risk.lth.se

In an emergency or disaster situation, it is likely that a conglomerate of societal resources will respond to various needs. In such a multi-organizational setting, collaboration becomes necessary. Empirical findings suggest that collaboration can be very problematical and this paper argues that a possible explanation can be found in intra-organizational leadership ideals, dysfunctional in a collaborative context. In order to facilitate a principal discussion, an analytical framework for discussing leadership and collaboration is suggested. Moreover, literature findings suggesting individual qualities facilitating collaboration are presented. Three leadership archetypes are used to problematize intra-organizational ideals in inter-organizational settings. It is suggested that more attention must be paid to qualities enabling individuals to operate simultaneously in different, and partly conflicting, management contexts.

1 Background

Emergencies and disasters place high demands on leaders in various responding organizations. Not only must they act as leaders in their own organization under stressful and uncertain conditions, they also need to collaborate with other organizations in a joint effort. This dualism is by some described as a 'management paradox' (see, e.g., O'Leary & Vij, 2012).

In general, most governmental organizations can be described as traditional bureaucracies, and some of them (such as first-response organizations) are heavily relying on top-down oriented 'ideals'. However, the collaborative context as a whole tends to be more flexible and network oriented (Waugh & Streib, 2006). When a society responds to a major emergency or a disaster, the conglomerate of resources is diverse and usually embraces governmental organizations, NGOs (non-governmental organizations), private companies and spontaneous groups of volunteers (Drabek & McEntire, 2003 and Uhr, 2009). The 'system of systems' is configured based on what needs that emerge due to the specific emergency or disaster, and thus very hard to predetermine. As a leader, you cannot be sure who to work with, nor how.

The vast amount of literature on leadership has during the past decades been supplemented with literature on collaboration, often with a focus on public management. Despite new insights, there seems to be a gap in knowledge of management paradox in times of major emergencies and disasters, for example in situations when a leader within one organization at the same time has to be a collaborator in a heterogeneous societal context.

We know from literature that collaboration during emergencies and disasters is not always smooth and free from frictions. The Swedish Civil Contingencies Agency has compiled a list of deficiencies in societal responses to emergencies and disasters and many of them relate to the challenges of working together harmoniously (Ekman, 2013). Other examples of evaluations putting emphasis on problems associated with the inter-organizational perspective are listed in Auf der Heide (2000) and in Prizzia (2007). Next to inevitable cultural clashes where traditional command and control-oriented organizations need to collaborate with networks and consensus-based bodies, there is an

Report Outs

Share:

- **Key insights** from your conversations **on Q1-3**

- The **one strategy** agreed upon to manage this trap effectively while leading in crisis

While listening, **if you have a question or comment** about the trap or the group's strategy, **use the Chat Box** to share your thoughts.

The "Management Paradox"

Internal Collaboration:

Intra-team
Intra-organization

External Collaboration:

Interagency
Interorganizational

Appropriate Collaborative Leadership Behaviors:

- Be autonomous
- Be directive and decisive
- Be empowered

Appropriate Collaborative Leadership Behaviors:

- Be participatory
- Be cooperative and compromising
- Share authority

Collaboration

Collaboration

Leader

Whole-of-Society Crisis

3 Archetypes of Leadership

- **The Competitive Leader**

- **The Perfect Commander**

- **The Chief Mechanic**

The Competitive Leader

Leaders who exemplify this archetype are often extraverted, flexing into competitiveness to ensure their team or their organization "wins."

Illustrative behaviors could include:

- Lack of full information sharing to gain an advantage

- Extraversion and ensuring attention is focused on the leader and his/her team

- Engagement with external stakeholders as functional, serving as means to an end

The Perfect Commander

This leadership archetype carries the hallmarks of the military, with leaders being characterized as a "strong hero" who can take command, barking directive orders as needed.

Illustrative behaviors could include:

- Top-down decision making

- Keeping control through explicit rules, boundaries and a system of punishment/promotion

- Supporting a hierarchical approach to management and ensuring the leader is at the top of the food chain

The Chief Mechanic

This archetype reflects a leader primarily chosen for her/his deep technical expertise and experience.

Often, these are the qualities most celebrated, with leadership skills and capacity possibly underdeveloped.

Illustrative behaviors could include:

- A belief that the leader knows more and better than anyone else

- Possible belief that tried and true ways are the best way to go in response to the crisis

- Challenge to work under someone with less technical expertise or credibility

Breakout Conversations

With your assigned archetype…

- Choose one person to be your spokesperson – you'll have a LINK champion to support accomplishing the task

- Review the traits and illustrative behaviors of this archetype

- Identify **what could be problematic in leading during a crisis**, particularly when needing to navigate the "Management Paradox" of leading externally as well as internally

- Identify **one or two key areas** this archetype could **develop to be more effective in leading during a crisis.**

For those of you who have been with us for other webinars…

Consider how…

- **Growth Mindset**

- **Avoiding Leadership Traps**

- **Leadership Styles**

Might offer insights in how to develop more effective collaboration skills of these archetypes

15 minutes

Report Outs…Strengthening Collaboration in a Crisis

- The Competitive Leader

- The Perfect Commander

- The Chief Mechanic