Collaborative Leadership

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Key Ideas

• Understand nature, difficulties of collaboration
• Understand trust, leadership styles, and group dynamics
• Surface and work through “elephants in the room”

Team Reflection

Think of the best team and worst team you belonged to.

What are 2-3 characteristics that made them good or bad?
5 Dysfunctions

1. **Absence of Trust**: the fear of being vulnerable with team members prevents the building of trust within the team.

2. **Fear of Conflict**: the desire to preserve artificial harmony stifles the occurrence of productive ideological conflict.

3. **Lack of Commitment**: lack of clarity or buy-in prevents team members from making decisions they will stick to.

4. **Avoidance of Accountability**: the need to avoid interpersonal discomfort prevents team members from holding one another accountable.

5. **Inattention to Results**: the pursuit of individual goals and personal status erodes the focus on collective success.

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Trust

*Trust can be understood as believing others are:*

- **Sincere** – what is said matches what is thought
- **Reliable** – what is done is dependable and consistent
- **Competent** – what is delivered reflects the ability and capacity to perform what is promised

*It is a choice. Authentic trust understands betrayal possible. Blind trust ignores that.*

Dis-trust is built

- Promises ≠ Expectations
- Distrusting a whole class of people instead of distinguishing specific individuals
- Unpredictable moods and behaviors
- "Cordial hypocrisy pretending there is trust when there is not"
- Those whose trust has been violated unacknowledged and can’t give feedback
Repairing Trust

• Apologize for your mistakes, inconsistencies and broken promises.
• Learn to forgive the person who caused the break
• Have conversations about the impact of a break in trust on team
• Move to take actions to repair trust with regular check-ins on progress

Based on Building Trust: In Business, Politics, Relationship and Life by Solomon and Flores

Leadership Styles

Visionary
Nurturer  +  Mobilizer
Analyst

What is your leadership style? Why do you need the others?

Community Building

The absence of conflict is not a good measure of collaboration.
Constructive Conflict is Collaboration
Community Building

Pseudo-community (forming)
Chaos (storming)
Emptiness (norming)
Authentic Community (performing)

Managing Conflict

Call the question
Give people more responsibility
Bring conflict to surface
Tolerate provocations
Name dynamics

Work on easier problems
Reclaim responsibility
Break problem up
Employ work avoidance
Slow down

Collaborative Leaders

What is an elephant in your room?

*How might you lead your collaborative through it?*
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