**Why Regional?**

And

**Why Collaborative?**

There is no single “silver bullet” solution that will address all of our economic and community development challenges.

But...

A multifaceted “silver buckshot” approach is how we can make real progress.

Working together, we can accomplish more.

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**Collaborative Leadership**

Why differentiate Collaborative Leadership from leadership in general? What makes it unique and challenging?

Collaborative Leadership typically means...

- **Leading Across Boundaries** (such as organizational, cross-sector, political jurisdiction, etc.)
- **Leading Without Authority** (or with narrow/limited authority)

**Collaborate Only When Beneficial**

Collaboration is hard work. It requires dealing with complexity and is typically filled with frustration. It takes time, effort, energy and perseverance.

So...

Don’t take it on unless the benefits outweigh the investments (of time, effort, resources, etc.)

Collaboration is not a moral imperative. It is a business decision.

Think slime mold.

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**Slime Mold**

- Sticky, reddish jelly-like stuff sometimes found under half-rotten bark
- Not really mold at all—rather a single-celled, amoeba-like organism

- Most of the time alone, minding its own business
- But when resources get scarce (water, nutrients), they join together/cooperate in a way that resembles a more complex organism that behaves as one...can actually crawl, move together to find food
- No one element directing the show
- And, when water and nutrients are no longer scarce, the cells disband and go their separate ways
Have in mind...

1. At least one (preferably two) organizations / entities with whom you presently have a relationship.

2. An organization / entity with which you may not have a working relationship presently, but you believe could be of value moving forward on a potential project.

Assessing Along the Continuum

1. Where on the continuum does your organization’s relationship with that other organization lie currently?

2. If that relationship were operating at the next level (to the right), what would that look like? What might that enable you to accomplish?

Join with one or two others and share your thoughts – potential benefits, challenges, whatever.

LEARNING

It’s all about Learning. If we knew all of the answers, then our only task would be to simply implement them.

Each community has characteristics that make its challenges and combination of solutions unique.

We must Learn what works, so we can proceed to implement it, replicate it, and scale it up.

We must Learn what doesn’t work, so we can stop doing it and allocate our resources in other ways.

Logic Model

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Processes</th>
<th>Outputs</th>
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<tbody>
<tr>
<td>Resources, Strategy Plan, Partnerships, Values, Mission, Staff Knowledge &amp; Skills</td>
<td>Helping small businesses</td>
<td>Number of new businesses created</td>
</tr>
<tr>
<td>Marketing</td>
<td>Connecting potential partners</td>
<td>No of new businesses started</td>
</tr>
<tr>
<td>Number of Service Hours</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Outcomes

No of jobs created
Don’t try to be a Lone Ranger and go-it-alone. We live in a VUCA world.

Originated in the US Military, it stands for...

Volatile, Uncertain, Complex and Ambiguous

It takes a TEAM. You need a team with complementary skills, connections and true representation.

A team also provides support and mutual accountability.

Vision Sharing Activity

Think of the vision you have for your community (maybe something you’ve already been working on or perhaps a new idea) – something that you’re excited about and toward which you would like to inspire others – whether for them to work along side of you, volunteer, donate funds, or whatever..

Pair up with someone whom you do not already know. Choose who will share/speak in this first round.

Share with the other in a way that will hopefully inspire. You have 3 minutes.

Listener: Offer constructive feedback... (1-2 minutes)

• What inspired you? Be specific.
• What may have been missing? What do you wish there had been more of/less of?

Switch.
It’s not so much that we’re afraid of change or so in love with the old ways, but it’s that place in between that we fear.... It’s like being between trapezes. It’s Linus when his blanket is in the dryer. There’s nothing to hold on to.

— Marilyn Ferguson, American Futurist

Control has to be Shared

- Recognize that you won’t be successful on your own
- Loosening control / letting go...not just for you, but also for those you lead
- Doesn’t mean giving power to others so they can function without you. It means recognizing need for alignment and making decisions together...being able to act independently (within agreed limits)
- Purpose/Vision must be Shared
...Common Goal(s), but differing Objectives
- So, it’s about Influencing and Persuading

Culture

Don’t let Culture eat your breakfast

- Culture trumps everything (“Culture eats strategy for breakfast” — Peter Drucker)
- Culture clashes are the most commonly cited cause of the breakdown of a partnership or collaboration
- Understand your own culture; learn the culture of others
- Get comfortable with differences
- Learn how to build on the strengths each has to offer and find best fit
- Co-create a new culture / the conditions in which progress can be made
- Diversity is to be Valued
  - Don’t just accommodate diversity, embrace it/value it
  - Use that diversity to find innovative solutions to problems that need a new approach.
  - Look for where value might be created at the rough edges between the different cultures in the relationship

Collaborative Leadership Insights

Collaboration needs a different kind of leadership; it needs leaders who can safeguard the process, facilitate interaction and patiently deal with high levels of frustration.

The basic task of the collaborative leader is the delivery of results across boundaries between different organizations. They say "Getting value from difference is at the heart of the collaborative leader’s task... they have to learn to share control, and to trust a partner to deliver, even though that partner may operate very differently from themselves."

Author & Creator: Collaborative Leadership
Collaborating?

Conflict

Almost inevitably, conflict will arise.
Accept it. Deal with it.

Conflict ≡ the condition in which people's concerns appear to be incompatible
— Thomas & Kilmann

Probably the most common feeling underneath and feeding conflict is...

FEAR

- Change (I know the way things work now, but...)
- The unknown (How might that affect me?)
- Loss of control (What if others make decisions that I don’t like?)
- Becoming less essential (Will people will no longer need what I'm good at?)
- Loss of valued identity (How might people view me differently?)
- Loss of competence (Will I be less competent in this new world?)
- Loss of the world that I know (I will miss this)

If we knew the answers, we could MANAGE our way to success.
But, given the complexity and the unknowns, we must LEAD.

Management & Leadership
They are not one and the same.

<table>
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<tr>
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<th>Leaders</th>
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<td>Do the Right Things</td>
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<td>Purpose</td>
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<td>Deal with Urgent</td>
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<td>Meet Objectives</td>
<td>Pursue a Vision</td>
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<td>Plan in Detail</td>
<td>Establish Direction</td>
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<td>Follow a Map</td>
<td>Use a Compass</td>
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<tr>
<td>See a Problem</td>
<td>See an Opportunity</td>
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<tr>
<td>Rely on Control</td>
<td>Inspire Trust</td>
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<tr>
<td>Exert their Power</td>
<td>Use Influence</td>
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<tr>
<td>Practices</td>
<td>Principles</td>
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<tr>
<td>Work IN the System</td>
<td>Work ON the System</td>
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