Better Together: Collaborating in Complex Times
GOALS

• Identify your network-centric leadership skills strengths and growing edges

• Discuss ways to improve your network/coalition

• Share ideas; Leave with practical next steps
AGENDA

1. Overview
2. Leadership in a Collaborative – how is it different? Self Assessment
3. Network characteristics & Development
Leadership is the art of mobilizing others to want to struggle for shared aspirations.

James Kouzes, co-author of *The Leadership Challenge*

Adaptive leadership is the practice of mobilizing people to tackle tough challenges and thrive.

Ron Heifetz, co-author of *The Practice of Adaptive Leadership*
Network-Centric Leadership

Photo by Pandiyan V
**ORGANIZATIONAL MINDSET**

- **Tightly Controlled and Planned**
- **Individual Expertise and Effort**
- **Programs and Services**
- **Made by Bosses**
- **Proprietary**

**NETWORK MINDSET**

- **Loosely Controlled and Emergent**
- **Connections and Trust**
- **Experiments and Platforms**
- **Made by People Close to the Work**
- **Open and Shared**
Key Skills

- Catalyze Culture of Cooperation
- Use Vision to Navigate
- Share Power & Generate Momentum
Catalyze Culture of Cooperation

1. Listen deeply
2. Show gratitude and appreciation
3. Use both/and thinking
4. Communicate openly and clearly
5. Foster camaraderie and trust
Share Power to Generate Momentum

6. Create space for others
7. Embrace ambiguity; encourage innovation
8. Develop enough infrastructure
9. Resolve conflicts in values/beliefs
10. Hold clear picture of purpose
11. Help people understand progress/success
12. Courageously adapt
Aha
Network Health
# Network Evolution

<table>
<thead>
<tr>
<th>Connection</th>
<th>Alignment</th>
<th>Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Forming links</td>
<td>• Create and spread collective value/reason</td>
<td>• Fosters joint action</td>
</tr>
<tr>
<td>• Sharing info, knowledge and resources</td>
<td>• Share ideas, language, standards, identity</td>
<td>• Produce outcomes can’t do alone</td>
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<tr>
<td>• Improves communication</td>
<td>• Influences entities in network</td>
<td>• Requires structure and capacity</td>
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Reflection on next steps

Photo by Theo Crassolara
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ICL Publications/Assessments
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✓ ICL Benchmarks for Networks, Coalitions and Collaboratives