

# Better Together: Collaborating in Complex Times



Institute for Conservation  
**LEADERSHIP**

# 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
4. Action Plan – Mapping Your Strategy

# LEADERSHIP DEFINED

***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

An aerial photograph of a large, intricate fishing net spread out on a beach. The net is composed of many small, interconnected sections, creating a complex, web-like structure. The net is divided into several distinct color zones: a large yellowish-gold section on the left, a dark grey section in the center, and a large green section on the right. A person is visible in the center of the net, providing a sense of scale. The background shows the sandy beach and the ocean.

Photo by Pandiyan V

**ORGANIZATIONAL MINDSET**

**NETWORK MINDSET**

**Tightly Controlled and Planned**

**DIRECTION**

**Loosely Controlled and Emergent**

**Individual Expertise and Effort**

**STRENGTH**

**Connections and Trust**

**Programs and Services**

**ACTIVITY**

**Experiments and Platforms**

**Made by Bosses**

**DECISIONS**

**Made by People Close to the Work**

**Proprietary**

**INFO**

**Open and Shared**

# Key Skills



Catalyze Culture  
of Cooperation

Use Vision to  
Navigate



Share Power &  
Generate  
Momentum

# Catalyze Culture of Cooperation

An overhead view of a diverse group of people sitting around a large wooden conference table. The table is set with several white coffee cups. The people are engaged in conversation, with some looking at each other and others looking down at the table. The scene is brightly lit, and the overall atmosphere is professional and collaborative.

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

A photograph of two women on a sailboat. The woman in the foreground is wearing a white long-sleeved shirt, a white visor, and a white life vest. She has a braid and is looking towards the right. The woman in the background is wearing a white long-sleeved shirt, a blue visor, and a white life vest. She is also looking towards the right. The boat is white and has a black mat with the text 'SPERRY TOP-SIDER' and a logo. The background shows the ocean and a white sail.

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

**Use Vision to Navigate**



# Skills Self Assessment



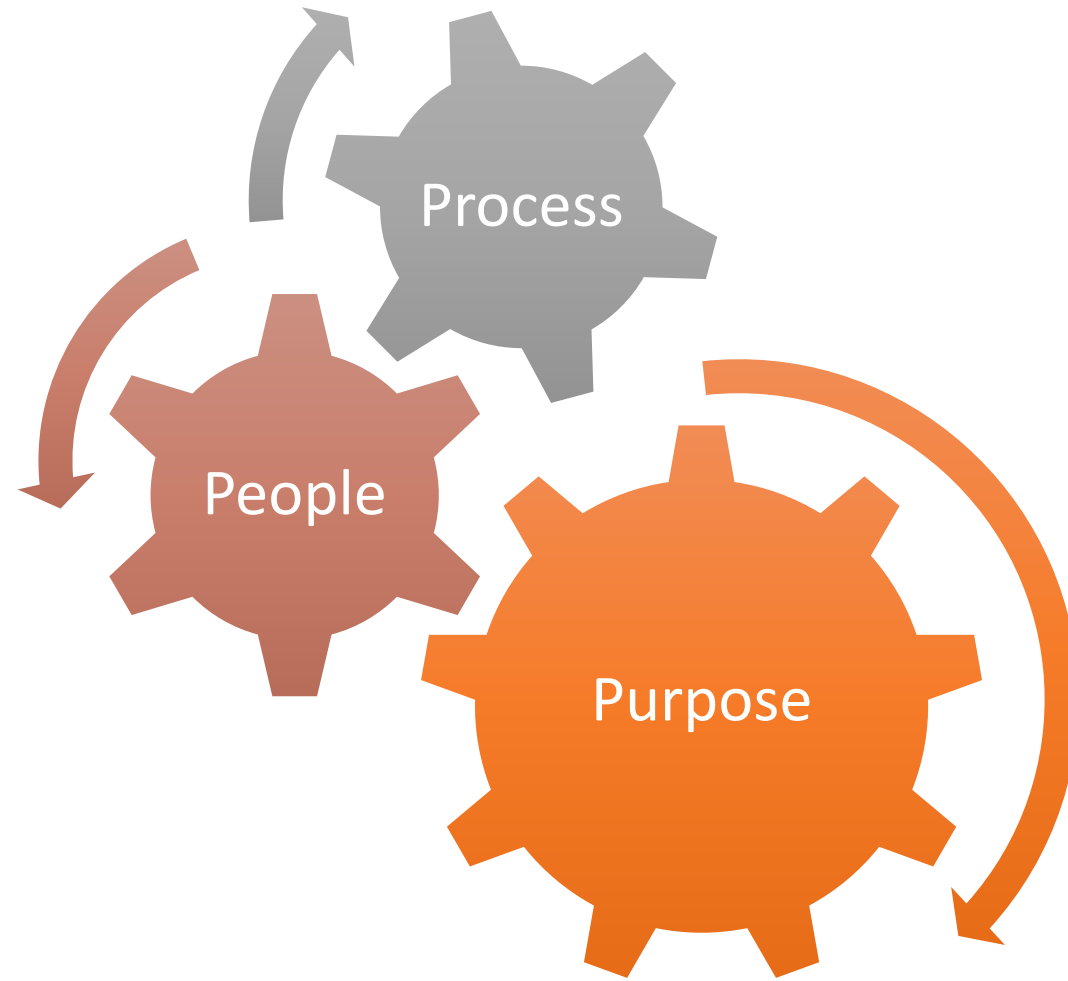


Photo by Stephen D


A glowing lightbulb is the central focus, resting on a weathered wooden surface. The bulb is illuminated from within, casting a warm, golden glow. The background is a soft, out-of-focus landscape with a blue sky and a wooden railing. A semi-transparent blue horizontal bar is overlaid across the middle of the image, containing the word "Aha" in a bold, black, sans-serif font.

**Aha**

# Network Health



# Network Evolution



Connection	Alignment	Production
<ul style="list-style-type: none"><li>• Forming links</li><li>• Sharing info, knowledge and resources</li><li>• Improves communication</li></ul>	<ul style="list-style-type: none"><li>• Create and spread collective value/reason</li><li>• Share ideas, language, standards, identity</li><li>• Influences entities in network</li></ul>	<ul style="list-style-type: none"><li>• Fosters joint action</li><li>• Produce outcomes can't do alone</li><li>• Requires structure and capacity</li></ul>

An aerial photograph of a sandy beach populated by a colony of birds, likely terns. The birds are scattered across the sand, with some appearing as dark shapes and others as lighter, more detailed forms. The entire scene is overlaid with a pattern of horizontal, parallel shadows, suggesting the presence of window blinds or a similar structure in the foreground. The lighting is bright, creating high contrast between the dark and light areas of the birds and the sand.

## Reflection on next steps

Photo by Theo Crassolara



# Related ICL Resources

## ICL Services

Take your organization or work to a whole new level with [ICL facilitation, consulting, and coaching](#)

## ICL Publications/Assessments

- ✓ **The Less Visible Leader:** Emerging Leadership Models for Environmental Networks, Coalitions and Collaboratives
- ✓ ICL Benchmarks for Networks, Coalitions and Collaboratives

# Thank you!



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[www.icl.org](http://www.icl.org)

Photo by Mathew Beziat