

CREATING SPACE VIII - Learning-Lab
"Working Together: Exploring the Collaborative Nature of Leadership"
Leadership Learning Community
Annie E. Casey Foundation, Baltimore, MD
April 12, 2007, 3:00 - 4:30 / Room 301

"Working Together: Exploring the Collaborative Nature of Leadership"

Background:

Why this theme? Confronted by the scale of change we seek, the changing environments in which leadership is exercised, and the contributions and limitations of current leadership development work, we find ourselves asking **"how we can increase the scope and impact of our leadership development efforts?"** Much in the practice, literature and traditions of collective leadership offer the promise of increased innovation, enhanced learning, boundary crossing that supports systemic solutions, self-organizing, and effectively connected and mobilized networks.

Mandate:

We would like to explore and learn about the contributions of collective approaches to all of our leadership development work and our shared aspirations for social change.

Outcome:

Expand our understanding about our current capacity for collaborative leadership and the potential benefits that will accrue for organizational effectiveness.

Operational Definition:

Collaborative leadership involves working together synergistically for the larger good of all concerned.

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**Behavioral Styles for Fostering Collaborative
Leadership Practices and Organizational Cultures**

Introduction:

As we move into the 21st Century, we observe that organizational leadership has perpetuated a workplace climate of competitiveness, over-achievement, stressful communications, conflicting goals, dysfunctional behaviors, and a silo mentality emphasizing "more-with-less."

Questions:

The starter questions asked for this session are:

1. What organizational leadership outcomes are required for the future?
2. What leadership outcomes will be most critical for strategic capacity building?
3. What leadership outcomes are most appropriate in supporting trends toward globalization?

Approach:

This session will involve a learning simulation that will:

- A. Assess the characteristics of different behavioral leadership styles.
- B. Sort these styles into authoritative and collaborative categories.
- C. Outline guidelines for making shifts in behavioral leadership styles.
- D. Generate related organizational benefits of collaborative leadership styles.

Activities will include: Individual Input, Personal Reflections, Assessment, Value Sorting, Prioritizing, Colleague Dialogues, Q-Storming, Appreciative Inquiry, Visioning, Feedback, Consensus-Building, and Shared Learning.

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Operational Plan

Round 1: (10 Minutes Discussion / 5 minutes report-out)

Discuss and formulate an operational definition of the concept Collective Leadership.

Round 2: (10 Minutes Discussion / 5 minutes report-out -> 3 major points)

Formulate a description of the current leadership legacy.

Round 3: (10 Minutes Discussion / 5 minutes report-out -> 6 major points)

What are the internal and/or external forces that have shaped this leadership legacy?

Round 4: (15 Minutes Discussion / 3 minute report-out)

A - Formulate a profile that describes the current organizational culture. T1

B - Formulate a profile that describes the current leadership practices. T1

Round 5: (15 Minutes Discussion / 3 minute report-out)

A - Formulate your profile of a future collaborative organizational culture. T2

B - Formulate your profile of future collaborative leadership practices? T2

Round 6: (15 Minutes Discussion / 5 minutes report-out -> 4 major points)

How can we build the capacity required for cultivating collaborative organizational cultures and leadership practices?

Round 7: (15 Minutes Discussion / 5 minutes report-out -> 4 major points)

What are some anticipated challenges, opportunities, outcomes, and benefits of an initiative for building the capacity for collaborative leadership?

Open Forum / Closing Question:

What are some lessons learned or possible best practices that you take from this session that can be transported back to your organization?

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Score Card

Behavioral Descriptions	Organizational Culture Level	Leadership Practices Level	Rank N = 2	
			P1	P2
11 - Achievement	Low Med Hi 1 2 3 4 5 6	Low Med Hi 4 6	4	3
12 - Self-Actualizing	Low Med Hi 1 2 3 4 5 6	Low Med Hi 6	2	2
1 - Humanistic	Low Med Hi 1 2 3 4 5 6	Low Med Hi 6	1	1
2 - Affiliative	Low Med Hi 1 2 3 4 5 6	Low Med Hi 5 6	3	4
3 - Approval	Low Med Hi 1 2 3 4 5 6	Low Med Hi 2 4	7	5
4 - Conventional	Low Med Hi 1 2 3 4 5 6	Low Med Hi 1 6	6	6
5 - Dependent	Low Med Hi 1 2 3 4 5 6	Low Med Hi 2 3	10	8
6 - Avoidance	Low Med Hi 1 2 3 4 5 6	Low Med Hi 1 3	9	12
7 - Oppositional	Low Med Hi 1 2 3 4 5 6	Low Med Hi 2 4	5	11
8 - Power	Low Med Hi 1 2 3 4 5 6	Low Med Hi 2 4	12	10
9 - Competitive	Low Med Hi 1 2 3 4 5 6	Low Med Hi 2 3	11	9
10 - Perfectionist	Low Med Hi 1 2 3 4 5 6	Low Med Hi 2 4	8	7