



COLLABORATIVE LEADERSHIP

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SESSION GOALS

- Identify Leadership Challenges
- Define Collaborative Leadership
- Explore Key Collaborative Leadership Skills

WHY IS LEADERSHIP SO HARD??

- **Emotional Labor and People Management**
- **Extreme Responsibility and Accountability**
- **Constant Need for Adaptability:**
- **High-Stakes Decision Making**
- **Pressure of Constant Change**
- **Balancing People and Results**
- **Need for Constant Self-Awareness**
- **Lack of Formal Training**



LEADERSHIP SKILLS – THEN & NOW

Why Old Assumptions of What Makes a Good Leader Need to Go

Forbes, Roger Trapper, February 17, 2026

Then

- *inspiring others*
- *competing with others*
- *presenting to others*
- *taking initiative*
- *driving innovation*

Now

- *effective communication*
- *effective decision-making*
- *accountability*
- *integrity*
- *leadership ability*

LEADERSHIP DERAILERS



- Difficulty with interpersonal relationships
- Difficulty building a team
- Difficulty changing or adapting to change
- Failure to meet goals and objectives
- Lack of vision

COLLABORATIVE LEADERSHIP

Definition:

Leadership approach that fosters open communication, shared decision-making and trust to achieve collaborative goals

Collaborative leadership is the action that promotes and allows two or more parties to engage in open, cooperative and respectful communication. *

*Collaborative Leadership: A Must For Organizational Performance, By Bill Howatt, Mar 07, 2023, Forbes

Employees feel under-valued and, crucially, unheard.

As a result, employees find it difficult to raise issues such as concerns about safety or important customer service matters**

** Top Employers Institute





TEAMWORK

- Aligning individual contributions so the collective outcome is stronger than what anyone could achieve alone.
- Requires collaboration, coordination and accountability
- Involves communication, trust, clarity of roles and shared sense of ownership
- Demands accountability from the leader

- 79% of people who quit their jobs cite “lack of appreciation” as the reason
- Investing in team = employee retention
- Over half of employees state their jobs are reliant on collaboration and teamwork



TEAMWORK

“In truth, putting together a team involves some ruthless decisions about membership; not everyone who wants to be on the team should be included, and some individuals should be forced off.”

“HBR On Teams”, Harvard Business Review 10 Must Reads, 2013

The 3 Core Rules of the Bus – Get on or Get Off

- Get the right people on the bus: Focus on character traits and innate capabilities rather than specific educational backgrounds or specialized knowledge.
- Get the right people in the right seats: Ensure your best people are assigned to your biggest opportunities, not your biggest problems.
- Get the wrong people off the bus: Recognize when someone is not a fit, and act decisively so they can find opportunities where they can excel.

Why This Matter

- Flexibility: When you have the right people, it is much easier to adapt to changing markets or pivot your business strategy.
- Motivation: The problem of motivating and managing people largely disappears. Great people are self-motivated by internal drive and the desire to produce excellent results.
- Execution: A great vision executed by the wrong people will still fail.

“Good to Great” Jim Collins

COURAGE

Courage starts with showing up and letting ourselves be seen – Brene Brown

- Stand up for what you believe
- Accept responsibility
- Give credit to others
- Overcome adversity
- Make tough decisions based on values and ethics
- Prioritize people



- Find your inner strength that brings about your full potential
- Build your confidence
- Make your purpose the anchor
- Embrace vulnerability
- Exercise flexibility
- Be okay with taking risks

Conflict Management

- Confidence
- Accountability
- Active & Authentic Listening
- **Know Your Triggers**
- BIFF – Brief, Informative, Friendly and Firm

53 percent of employees handle “toxic” situations by avoiding them.

American businesses lose **\$359 billion yearly** due to the impact of unresolved conflict.

5 Strategies for Conflict Resolution in the Workplace By Catherine Cote on September 7, 2023



THICK SKIN/ RESILIENCE

- **Social Media**
- **News Media**
- **Contituents**
- **Elected Officials**
- **Employees**
- **Bosses**
- **Stakeholders**
- **Lost Civility**
- **Generational Differences**
- **Demonstrations**
- **Civil Disobedience**



Humility

- Know your strengths and weaknesses
- You are no better than anyone else
- You cannot be successful by yourself
- Say “I don’t know”
- Teachable Spirit
- Continuous learner

“Good to Great”
Level 5 Leadership

PRIDE

IS CONCERNED WITH
WHO IS RIGHT

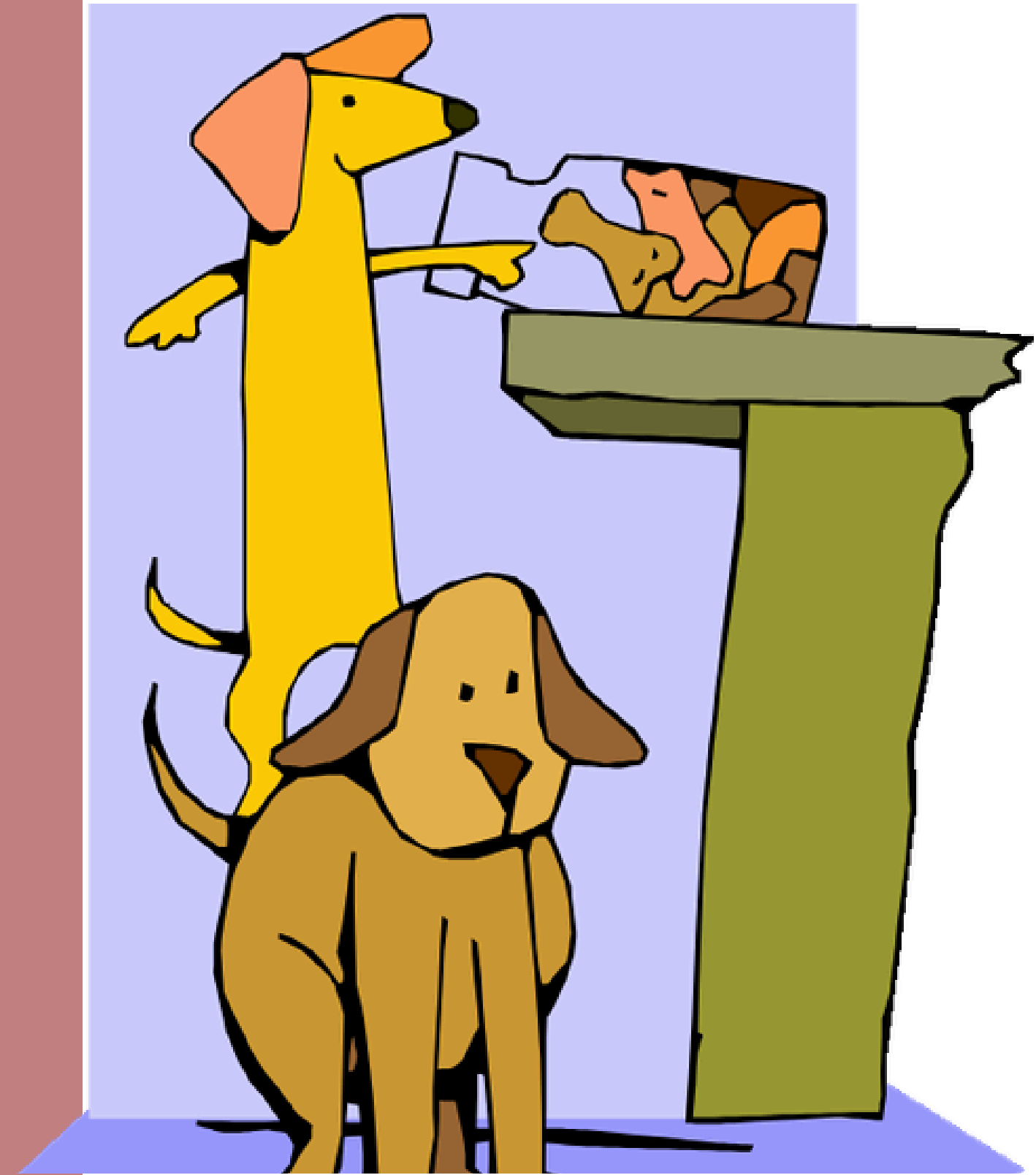
HUMILITY

IS CONCERNED WITH
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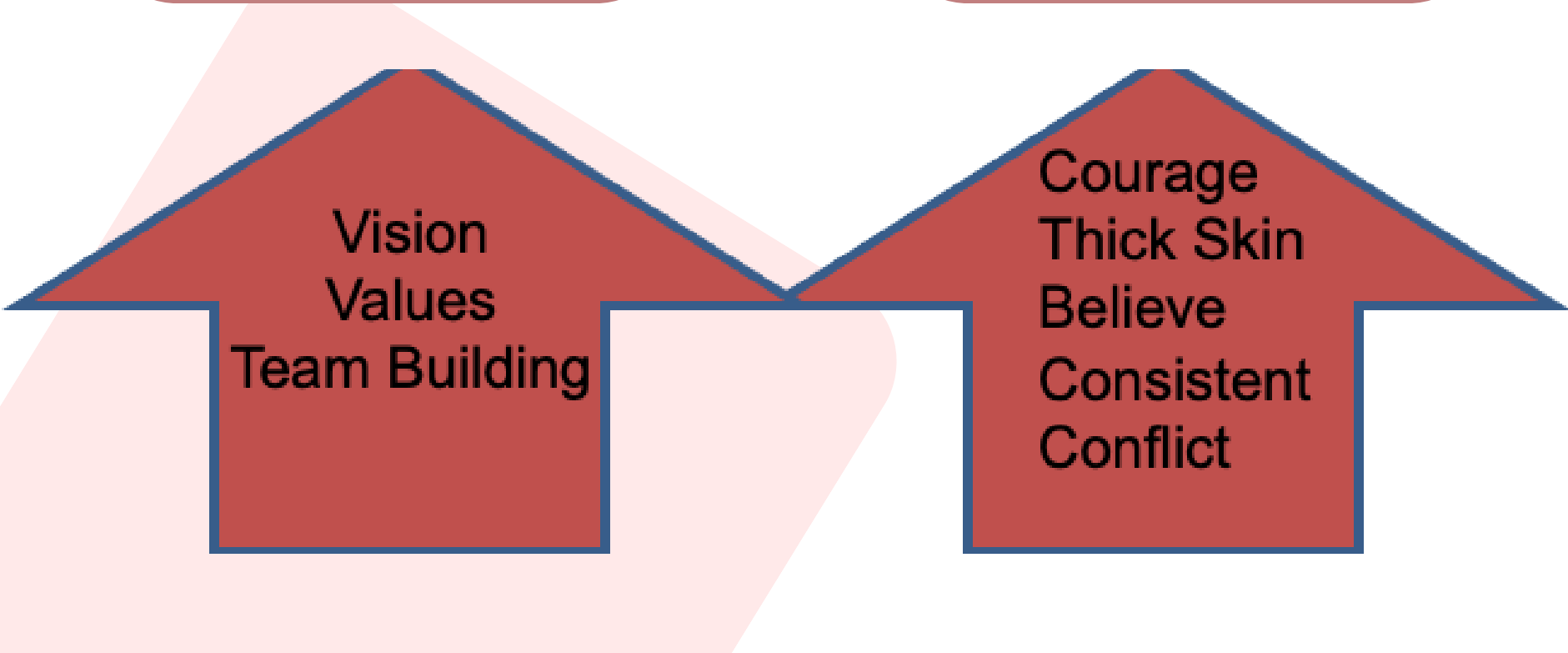
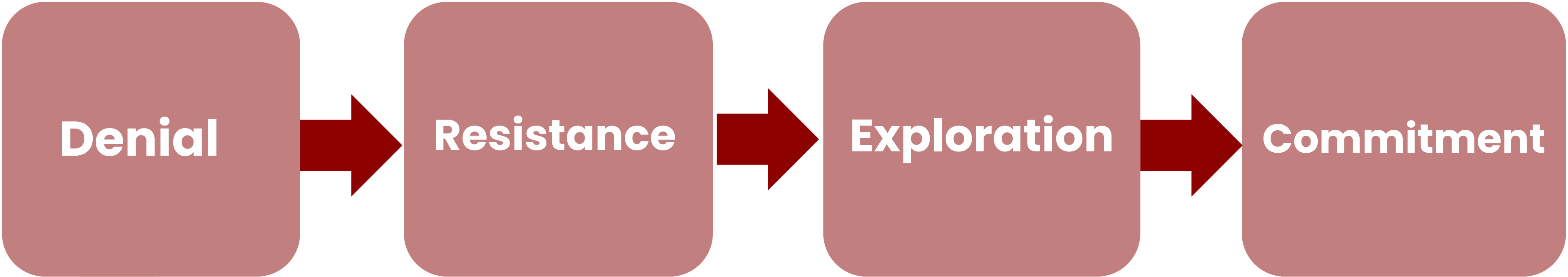
Problem Solving Strategic Thinking

97% of 10,000 senior executives surveyed said strategic thinking is the most critical leadership skill

Develop Strategic Thinking Throughout Your Organization, Robert Kabacoff, Harvard Business Review, February 7, 2014



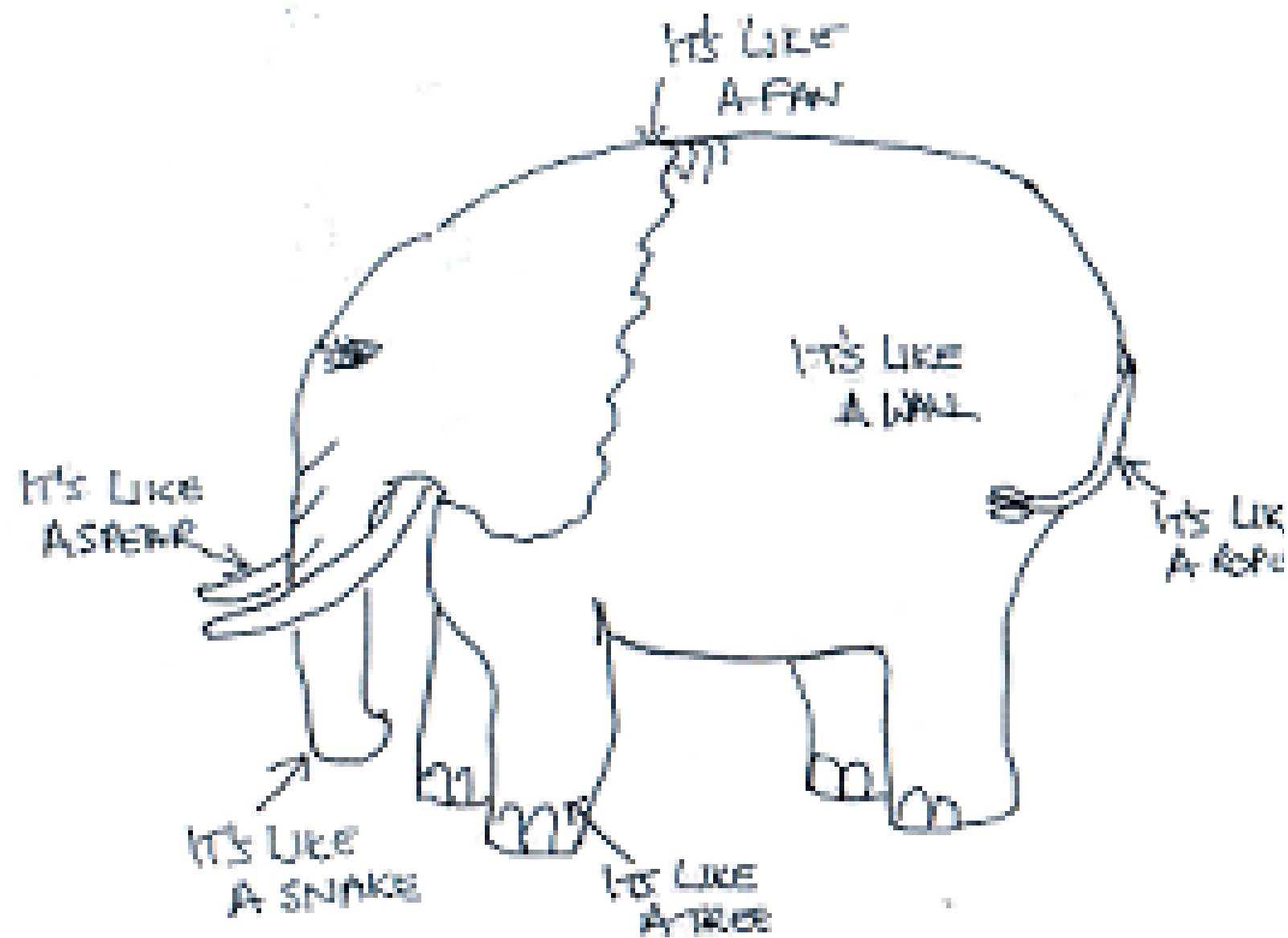
Managing/Leading Change



MEET BUSINESS OBJECTIVES

- Get things done!
- Tenacious follow through
- Face reality
- Debate
- Ask Questions
- Accountability
- Active involvement
- Problem solving
- Make decisions





See the Big Picture

- Take the initiative to learn about and understand the big picture around you
- Embracing that the big picture is not static, it is dynamic
- Understanding the system of politics
- Knowing not just how and what to do, but why
- Viewing the whole and not just its parts.
- Seeing a vision, a sense of the bigger picture.
- Having the ability to see significance in work, beyond the obvious.
- Understanding that a legacy will live on, whether in the stone of a cathedral, or in the impact made on other people.

Collaborative Leadership

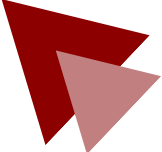
Collaborative Leadership System



- Work well with others
- Build strong teams
- Lead & adapt to change
- Meet business objectives
- See the big picture

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THANK YOU!!

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