



*A Tamarack Workshop Series
for Communities Ending Poverty and Communities Building Youth Futures*

Collaborative Governance and Leadership

Gratitude & Acknowledgement

We begin this workshop by acknowledging that we are meeting on Indigenous land. As settlers, we are grateful for the opportunity to meet, and we thank all the generations of Indigenous peoples who have taken care of this land.

As settlers, this recognition of the contributions and historic importance of Indigenous peoples must be clearly and overtly connected to our collective commitment to make the promise and the challenge of Truth and Reconciliation real in our communities.



We invite you to share your location

The Tamarack Team



Liz Weaver



Natasha Pei



Trisha Islam

Our Commitment To Learners

1. To bring **new** and **relevant thinking and approaches** to community changemakers
2. To **co-generate knowledge** – creating opportunities for you to engage with peers and share your amazing work
3. To **share tools** and **frameworks** to move you from ideas to impact using fun, interactive exercises

In the Tamarack **Learning Centre** we support our learners in the **five interconnected practices** that we believe lead to impactful **community change**.



REDUCING POVERTY
DEEPENING COMMUNITY
BUILDING YOUTH FUTURES
CLIMATE TRANSITIONS

Vibrant Communities
TAMARACK INSTITUTE

In **Vibrant Communities**, we support cities and local leaders to implement large-scale change initiatives to reduce poverty, deepen community, build youth futures and address climate transitions.

Navigating Workshop Technology

- Keep your webcams on if you are comfortable
- Keep your microphones muted unless you have a question or comment – questions and comments are welcome throughout the workshop
- We encourage you to use the chat box feature throughout the workshop to also share your thoughts, questions and comments
- We will be sending you into small breakout rooms (Zoom rooms) at different times during the workshop – these breakout rooms will be self-facilitated
- We will be using MURAL, an online whiteboard software, at different times during the workshop, we will orient you to the software prior to an exercise
- Reach out to Natasha or Trisha at any time during the workshop for technical assistance or support
- If you must leave the session or get bumped out for any reason, Natasha will let you back in from the waiting room

Small Group Facilitation Tips

- Introduce yourselves to each other
- Your group will be together throughout the series
- Identify someone who is willing to facilitate
- Identify someone who is willing to report out
- Create a welcoming environment, listen intently and avoid negative comments
- Make sure that everyone in the group is clear about the task
- Welcome participation from everyone - engage in supportive behaviours
- Have fun and learn from different perspectives
- Thank everyone for their participation

Who is in the Virtual Room?

Areas of Practice:

- **Communities Building Youth Futures** – Grande Prairie, Whitehorse and Sudbury
- **Communities Ending Poverty** – Oxford County, Chippewas of the Thames First Nation, Chatham-Kent

Roles:

- Leadership Table Member
- Working Group Member
- Backbone Staff Member
- Youth Leader
- Context Expert
- Other



Have we missed you?

Introducing Mural

- Type your NAME, ORGANIZATION, LOCATION, and a PRIORITY for your collaborative on a sticky note.
- Find others who work in the same priority area as you.
- Build a 'Priority Area' cluster! E.g. Youth Services Navigation, Evaluation, Poverty Reduction

10 mins

Example

Liz Weaver
Tamarack Institute
Hamilton, Ontario,
Canada

Mental Health and
Wellbeing

Collaborative Governance and Leadership Workshop Series

Session 1: Investing in
Leadership that Makes a
Difference

September 22, 2021

2:00 – 4:00 pm ET

Session 2: Governance Roles
and Structures

September 29, 2021

2:00 – 4:00 pm ET

Session 3: Navigating
Collaborative Governance from
Start Up to Sustainability

October 6, 2021

2:00 – 4:00 pm ET

Session 4: Evaluating
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Session 5: Building a
Collaborative Governance
Action Plan

October 27, 2021

2:00 – 4:00 pm

Coaching and Technical
Support available throughout
and one month post workshop

November 10, 2021

Time to be arranged

Today's Agenda

Pre-Workshop	Workshop Session 1 Investing in Leadership that Makes a Difference
<ul style="list-style-type: none">• Access and review the Collaborative Governance web page of resources	<ul style="list-style-type: none">• Welcome to the Workshop• Making Connections• What we are Learning about Collaborative Governance• Investing in Leadership that Makes a Difference• Navigating Leadership Dynamics• Open Forum• Your next steps



Making Connections Exercise

Pick one that you will hold during the session.

- Be Present
- Listen, respect each other.
- Take space, Make space
- Start with "I" statements. Define if you move to "we".
- Assume nothing and ask questions.
- Try not to speak in jargon.
- Use a learning mindset.
- Take risks.
- "Tell me more" and "I am curious".
- "Slow down, we don't have much time."
- Trust your intention and own your impact.
- Remember the principle of gratitude and experience joy.
- Expect unfinished business: Sometimes you have to sit with things.
- Stay connected.
- Take care of yourself

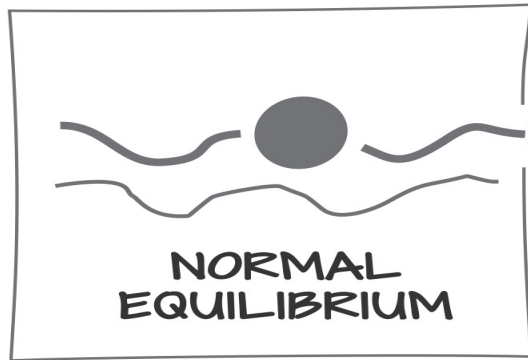
Source: Source: [Liberatory Leadership Webinar | Distributed Leadership at LLC: What's Working and What's Hard | Leadership Learning Community](#)

What are we learning about collaborative governance and leadership?

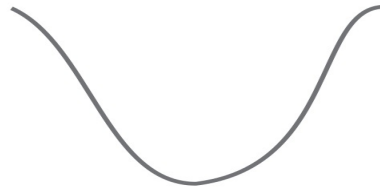


Setting the Context: Navigating a Changing World

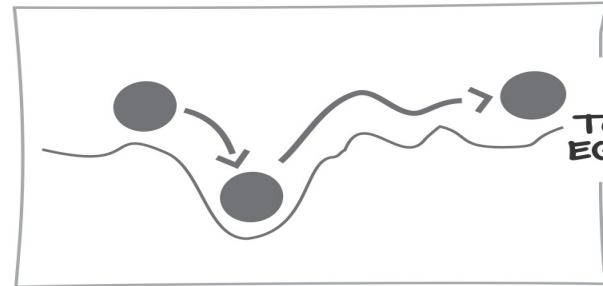
STABILITY



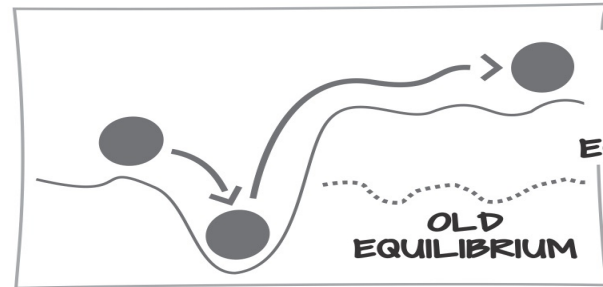
DISRUPTION



UNCERTAINTY

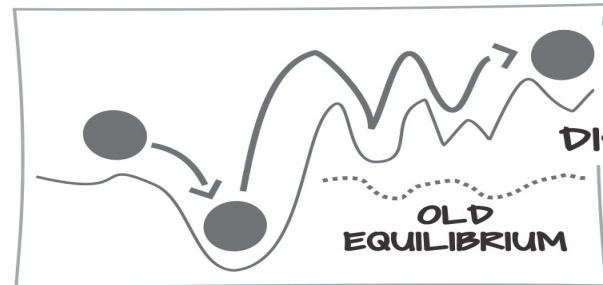


RETURN TO THE OLD EQUILIBRIUM?



FIND A NEW EQUILIBRIUM?

OLD EQUILIBRIUM



MANAGE A NEW DISEQUILIBRIUM?

OLD EQUILIBRIUM



Mark Cabaj
Here to There
CONSULTING INC

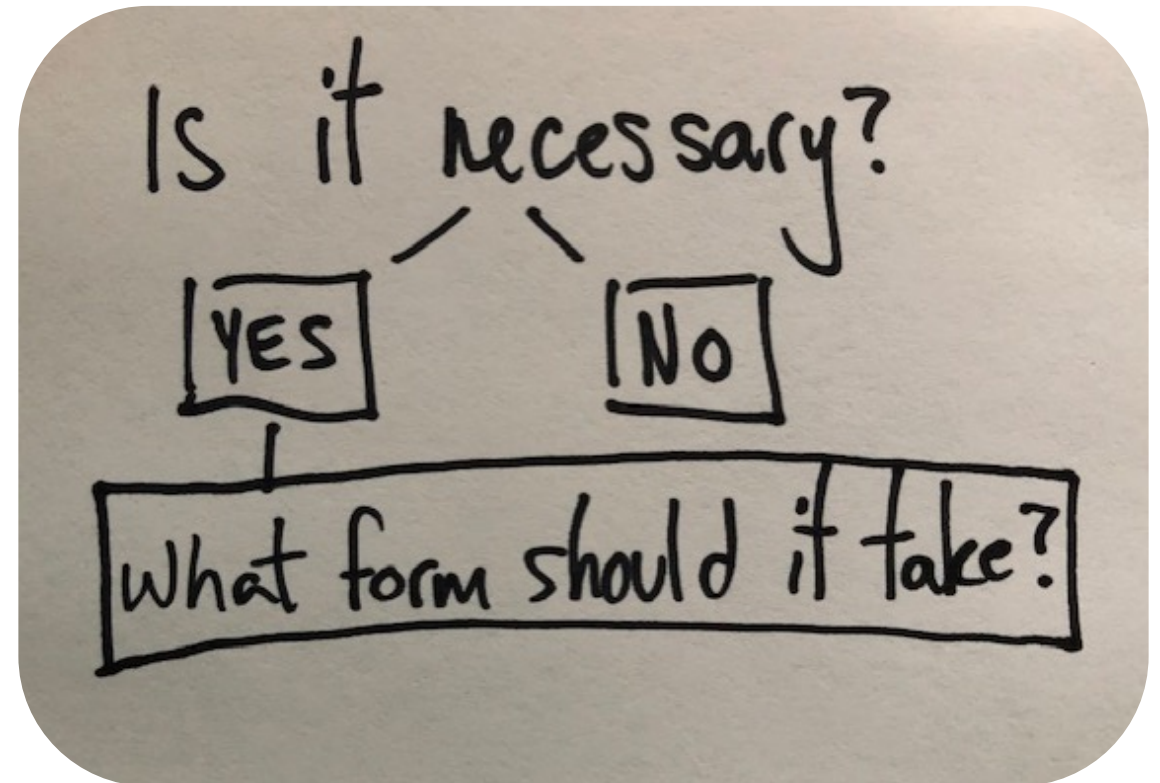


This work is licensed under a Creative Commons Attribution-NoDerivatives 4.0 International License



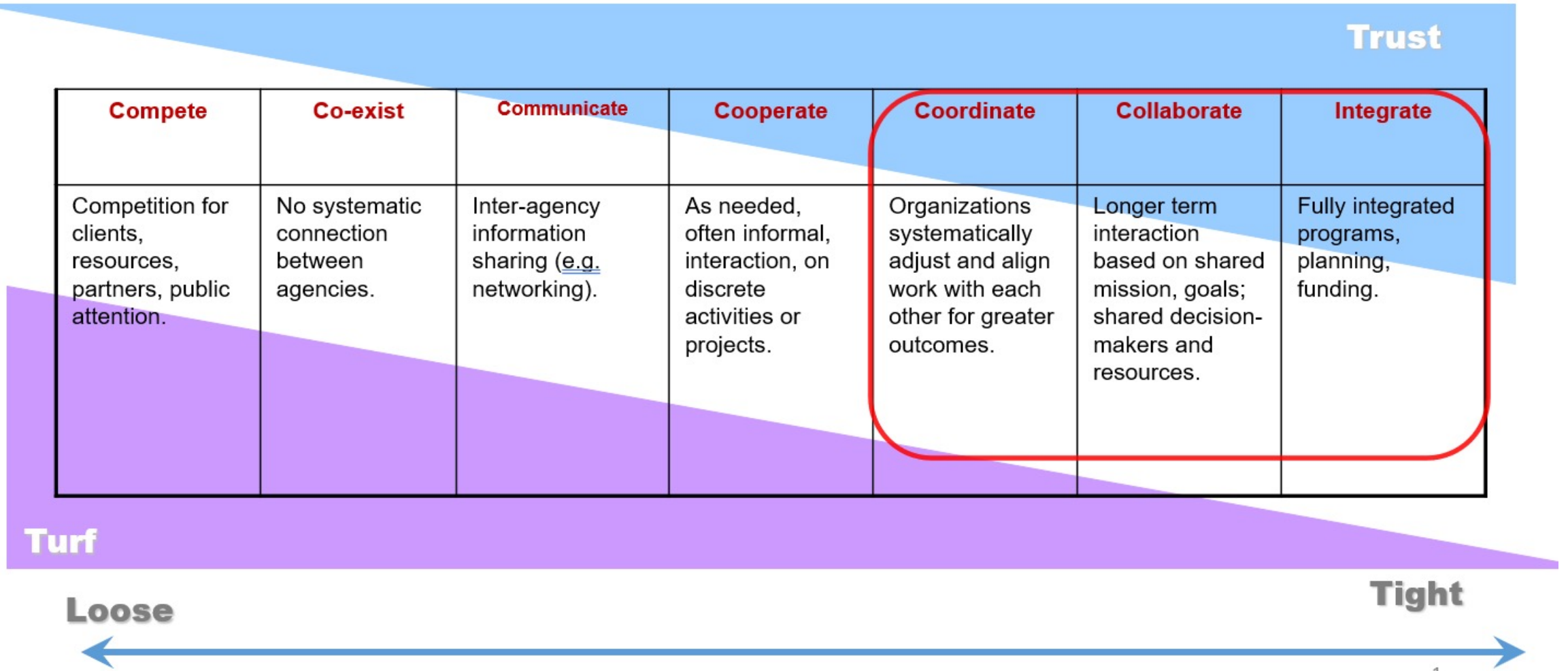
Is Collaboration Necessary?

- Programmatic or System-level
- Solution is unclear and complex
- Solution requires interdependence
- Mutual incentives
- Initiating leadership





Setting the Context: The Collaboration Spectrum



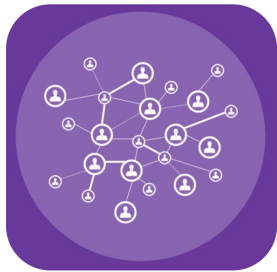
Turf

Loose

Tight



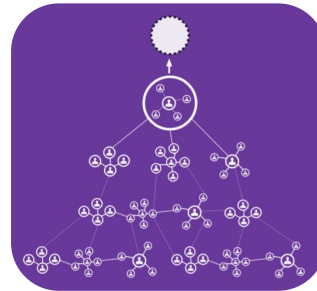
Collaboration: Form meets function



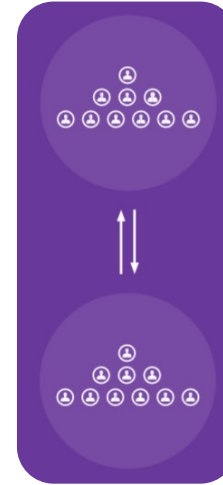
Networked
Collaboration



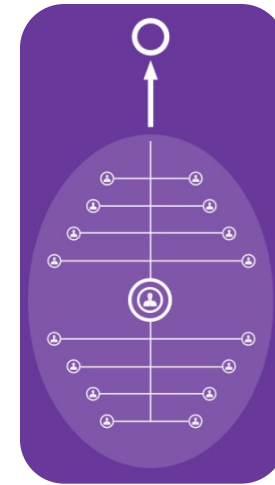
Decentralized
Collaboration



Mission-Oriented
Collaborations



Coalitions

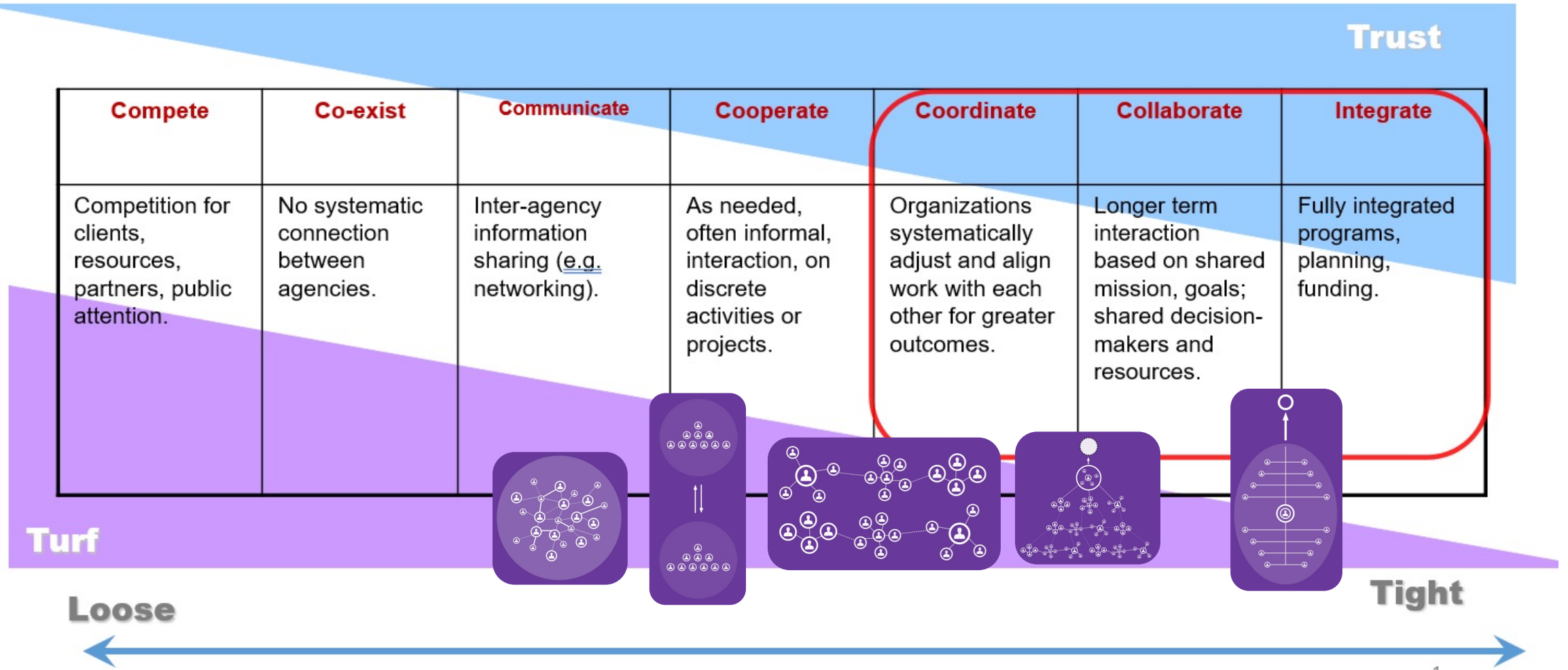


Collective Impact

Source: Collaborate for Social Change, *Forms and Features of Collaboration: A synthesis for the Collaboration for Wellbeing and Health*
<http://wordpress.collaboratei.com/wp-content/uploads/Forms-and-features-of-collaborations.pdf>



Setting the Context: The Collaboration Spectrum



Collaboration Spectrum and Governance

Type	Compete	Co-Exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
			Communities of Practice, Networks	Networks, Decentralized Collaboration Shared Project Teams	Coalition, Decentralized Collaboration, Mission-Driven Collaboration	Collective Impact, Mission Driven Collaboration	Collective Impact, Mergers
Definition	Competition for clients, resources, partners, public attention	No systematic connection between organizations	Inter-organization information sharing	As needed, often informal interaction, on discrete activities or projects	Organizations systematically adjust and align work with each other for greater outcomes	Longer-term interaction based on a shared mission, goals, shared decision-making and resources	Fully integrated programs, planning and funding
Convening / Leadership	No relationship between organizations	Often convened and driven by a single organization	Often convened and driven by a single organization	Often convened and driven by a single organization	Often convened by a single organization but partners agree to collaborate actions	Often convened by a single organization but partners agree to collaborate. Could include a Leadership table and staff support	Partners agree to integrate programs and services – equity of participation and engagement
Authority	Individual organizations	Individual organizations	Convener of collaborative group	Convener of collaborative group	Convener of collaborative group	Shared across the Leadership Table	Shared across the partners
Key Governance Documents	Very light weight or no governance documents	Very light weight or no governance documents	Light weight terms of reference including focus on sharing and communications, expectations and frequency of meeting	Terms of reference including focus of the collaboration, expectations and frequency of meeting Shared action plan or plan on a page Success measures	Defined Governance structure Decision making strategy Shared action plan or plan on a page Success measures	Defined Governance structure Partnership agreement with accountability defined Decision making defined Shared action plan or Plan on a Page Evaluation and success measures	Defined Governance structure Partnership agreement with accountability defined Decision making defined Shared action plan or Plan on a Page Evaluation and success measures
Outcome	Opportunity focused	Awareness of others	Shared information and learning	Shared program or service	Shared program or service focus	Shared program or systems focus	Integrated outcomes – program or systems focused

MURAL EXERCISE – FOUR QUADRANTS

We want to explore together the successes and challenges that you or your collaborative is currently facing. In small groups, complete the Mural identifying the following:

Collaborative Governance Successes	Collaborative Leadership Successes
Collaborative Governance Challenges	Collaborative Leadership Challenges

What are your group's shared successes and challenges?

15 mins



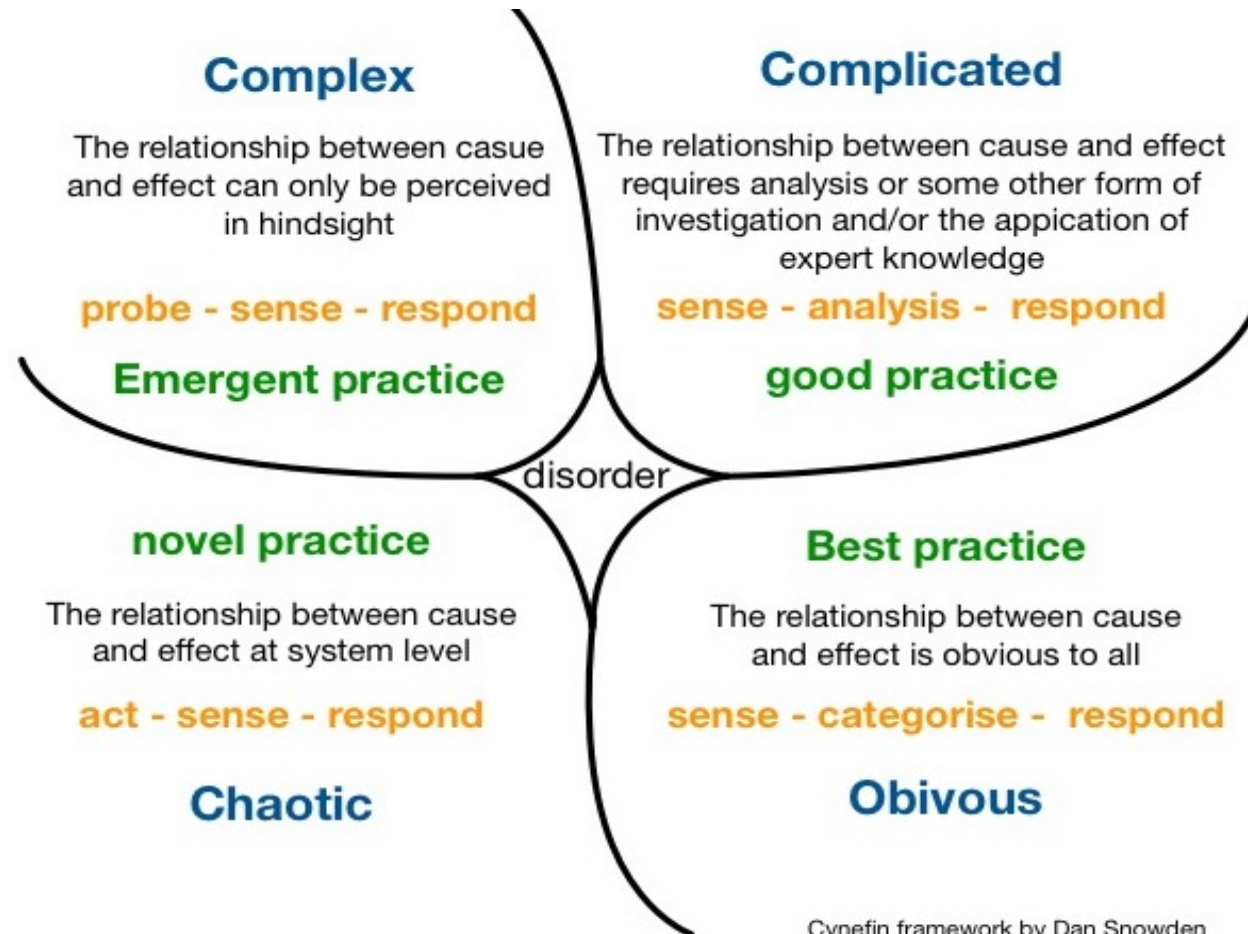
Mural for Each Collaborative Team

- [Group 1: Chatham-Kent](#)
- [Group 2: Chippewas of the Thames](#)
- [Group 3: Grande Prairie](#)
- [Group 4: Sudbury](#)
- [Group 5: Oxford County](#)
- [Group 6: Whitehorse](#)

Investing in Leadership that Makes a Difference



Community Change and Complexity



Cynefin framework by Dan Snowden

Describe the Collaborative Problem or Opportunity

- What is the current collaboration challenge/problem or opportunity that you are trying to resolve?
- Who is involved?
- How does this problem show up in the community?
- Try to capture as much detail as you can about the problem.

Complex

- Educational achievement is not valued by the youth or their family
- Family members have had poor educational outcomes
- There are a lot of jobs in the community that do not require a high school diploma
- There is a high gang culture
- Youth feel disconnected from the community

Complicated

- The high school is not accessible to all youth – some have limited transportation options
- The courses require access to technology
- The school is only open certain hours
- There are no alternative education programs for youth who do not complete high school

Chaotic

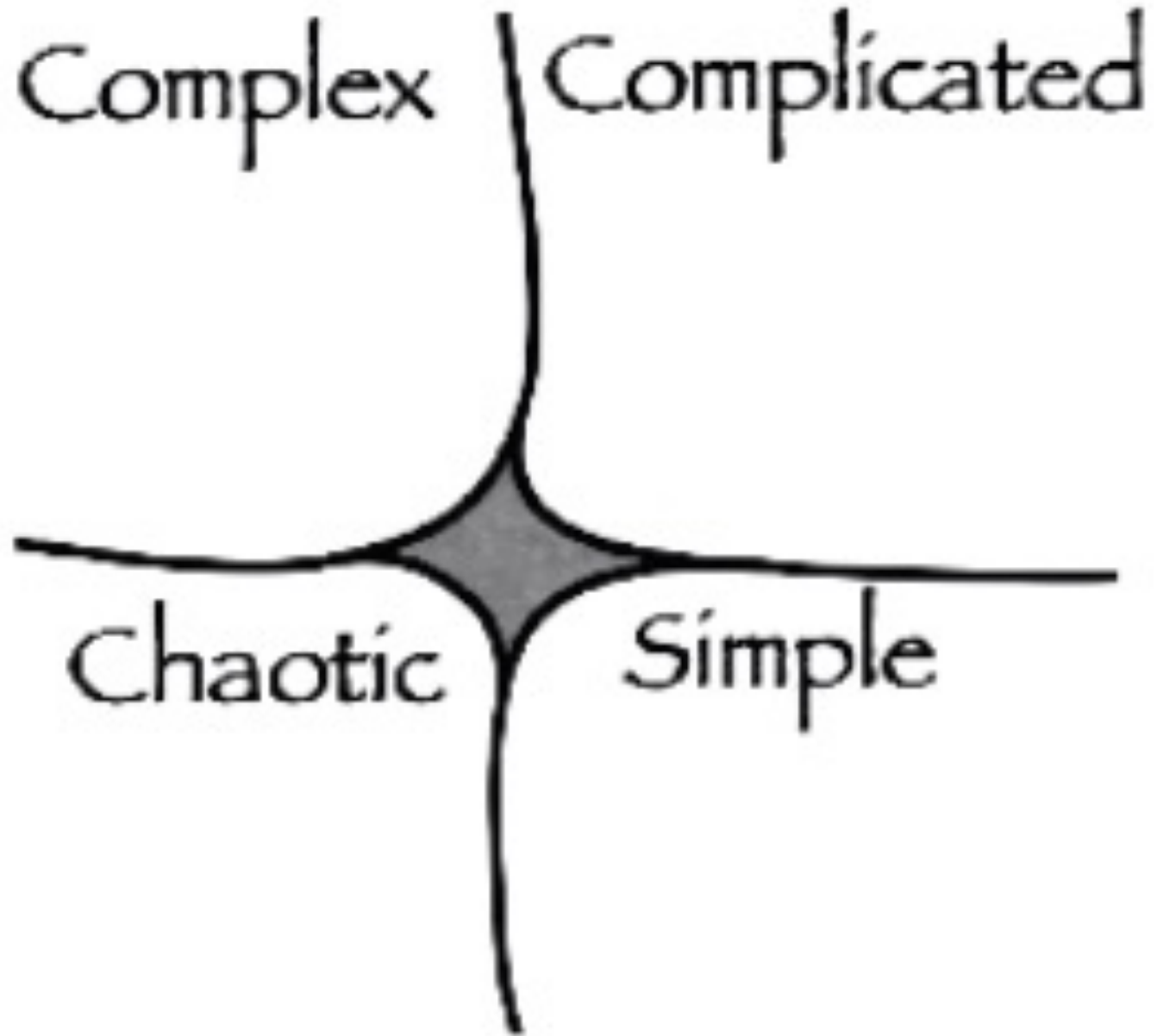
Simple

- The school system provides education for youth in our community.

What parts of your problem are found in the different sections of the Cynefin Framework? Place the parts of the problem in the sections that apply.

The Collaborative Problem / Opportunity:

Example: Our collaborative is working to supporting youth to graduate from high school



The Collaborative Problem / Opportunity:

What parts of your problem are found in the different sections of the Cynefin Framework? Place the parts of the problem in the sections that apply.

Complex

Probe – sense – respond
Develop small prototypes, learn as you go
Look for solutions you haven't tried

Complicated

Sense – analysis – respond
Look for good practice solutions
Bring in the experts to solve the problem

Chaotic

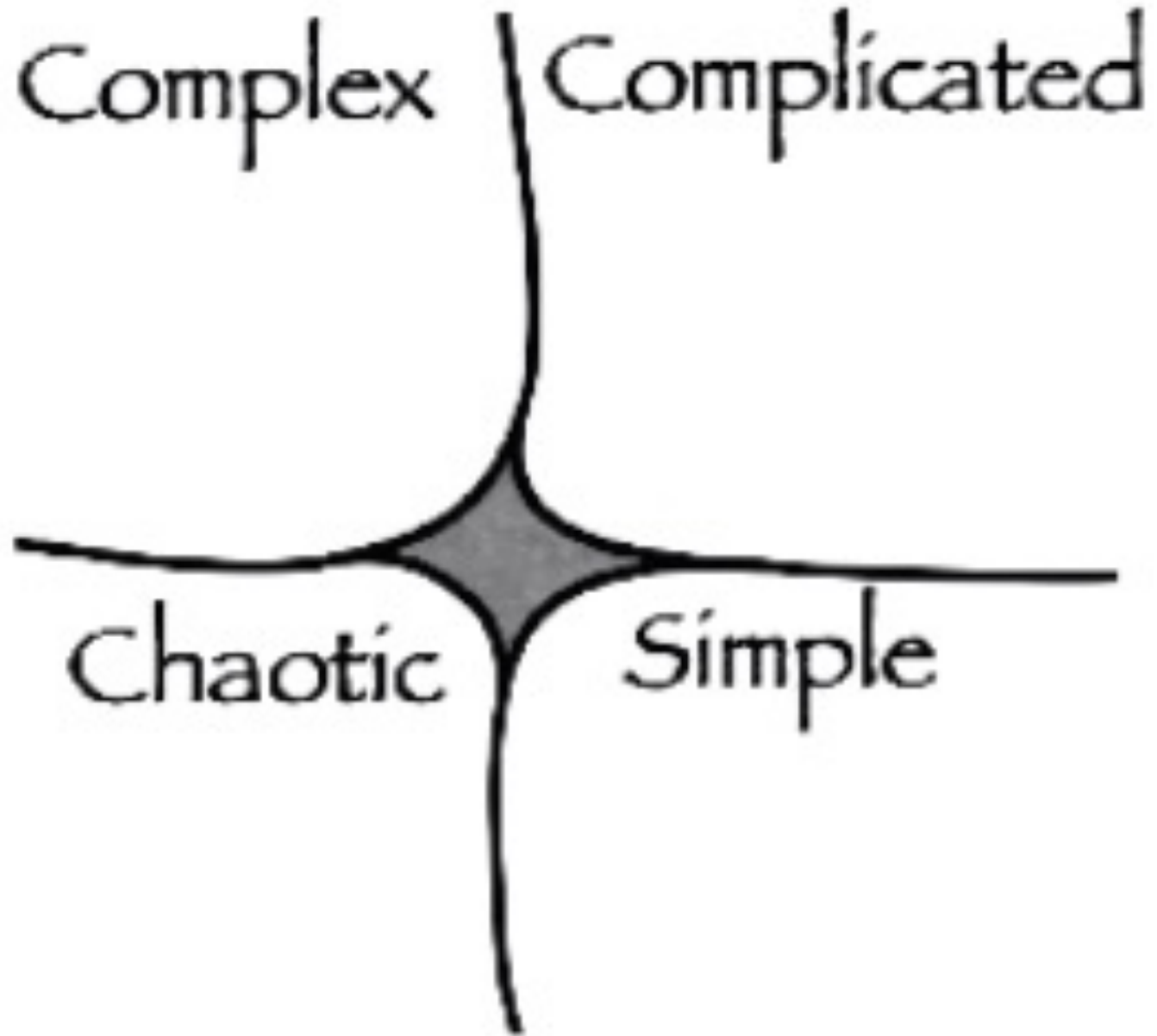
Act – sense – respond
Act immediately to resolve the problem
Look for innovation once the crisis is resolved

Simple

Sense – categorize – respond
Focus on the obvious solution
Delivering a program or service

The Collaborative Problem / Opportunity:

Describe how you might develop a collaborative problem-solving strategy in each of the sections.



The Collaborative Problem / Opportunity:

Which individuals or organizations would be helpful for you or your collaborative to solve the different parts of the problem?



Define your purpose and principles

The Collaborative Premise

If you bring the **appropriate people** together as **peers in constructive ways** with **good content and context information**, they will **create authentic visions and strategies** for addressing the **shared concerns** of the organizations and the community.

David Chrislip, The Collaborative Leadership Field Book



Define your purpose and principles

Collaborative Leadership Field book:

- Identify the problem
- Understand what makes leadership difficult
- Identify stakeholders
- Assess extent of stakeholder agreement
- Evaluate community's capacity for change
- Identify where the problem/issue can be most effectively addressed

Collective Impact Conditions:

- Common Agenda
- Shared Measurement
- Mutually Reinforcing Activities
- Continuous Communications
- Backbone Infrastructure



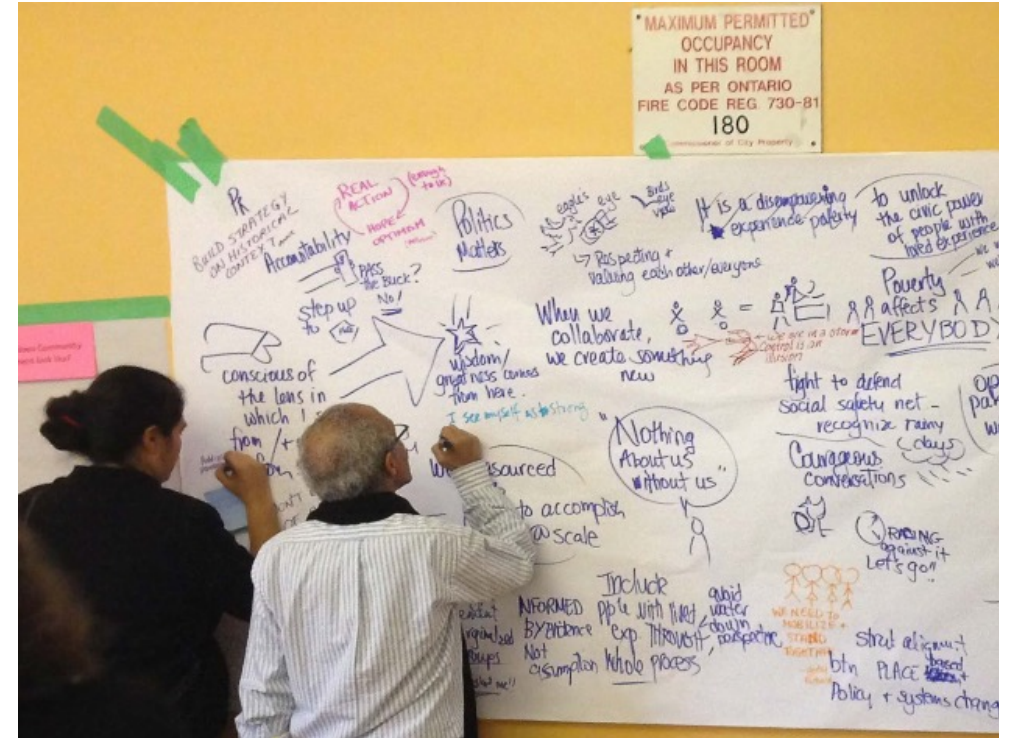
Collaborative Governance Keys

- The **working relationship** amongst partners is vital
- Understanding and working within the limits of **accountability and structures**
- Focus on both on **the process and the product** of governance in collaborative initiatives
- Be deliberate and intentional when **adapting** traditional organization governance elements to a collaborative effort



Engaging the Voice of Lived and Living Experience

- 1 Commit to engaging people with lived/living experience
- 2 Create a culture of inclusion
- 3 Host accessible meetings
- 4 Create opportunities for engagement
- 5 Eliminate financial barriers to participation
- 6 Consider paying people with lived/living experience for their time
- 7 Take the time to build trust
- 8 Share power by opening up decision-making processes
- 9 Provide training and mentoring opportunities
- 10 Diversify representation and deepen engagement



Source: [10 Guide Engaging People with Lived and Living Experience](#)



Recruitment and Engagement Tools

- Eco-system Mapping – identify who is in the broader eco-system and how they might connect to the collaborative effort
- [Top 100 Engagement](#) – an approach to identify key partners to join the collaborative
- [Community Reference System](#) – an approach asking community stakeholder to identify the key individuals to be invited to the collaborative table

Navigating Leadership Dynamics



Roadblocks and Resistance in Collaborative Governance

- Power dynamics
- Process-product tension
- Too big to fail
- Too many opportunities /lack of focus
- Lack of a road maps
- Keeping up with the pace of change
- Others you have encountered?



Considering Collaborative Leadership

The **Culture Design Canvas** is a tool that can be adapted for a collaborative group.

5 minutes: On your own, fill in as many sections as you can in the Culture Design Canvas.

10 minutes: In your Zoom group, discuss the following:

- What did this canvas identify for me?
- What do I have to consider from a collaborative leadership perspective?

CULTURE DESIGN CANVAS

Design a workplace culture that propels you into the future.

Team name:

Date:

[Culture Design Canvas](#)

DECISION-MAKING How is authority distributed? What methods do we use to make decisions?	PRIORITIES Select the top three cultural priorities using even over statements	RITUALS How do we celebrate our people, culture, and work?
MEETINGS How do we convene and collaborate?	PURPOSE Why do we exist? VALUES What do we believe in?	FEEDBACK How do we help each other learn and grow?
NORMS & RULES How do we clarify expected behaviors without hindering autonomy?	BEHAVIORS What behaviors do we punish? What behaviors do we reward?	PSYCHOLOGICAL SAFETY How do we encourage everyone to speak up? How do we promote participation and candor?





Collaborative Leadership Mindsets

- A focus on “we” rather than “me”
- Looking at what is best for the group, team or project
- Great interactions between team members
- Alignment of purpose or goal
- Willingness to continually learn
- Having an open mind, and willingness to hear from other team members, or experts
- Willingness to entertain multiple strategies at the same time
- Willingness to learn from past relevant experiences
- Not afraid of technology, and willing to use new ones to support interactions
- Understanding the proper collaborative tool for different types of interactions
- A willingness to enter and work through conflicts

Source: [Getting to the Collaborative Mindset](#)



Building Trust and Sharing Power

Without trust, collaboration is merely cooperation, which is simply not capable of achieving the benefits and possibilities available to true collaborators.

Stephen Covey, The Speed of Trust



Building Trust and Sharing Power

- **Self-Trust:** deals with the confidence we have in ourselves – in our ability to set and achieve goals, to keep commitments, to walk our talk – and also with our ability to trust others
- **Relationship Trust:** is about how to establish and increase trust with others
- **Organizational Trust:** deals with how leaders can generate trust in different organizations
- **Market Trust:** reflects the trust customers, investors and others in the marketplace have in our organization
- **Societal Trust:** is about creating value for others and for society at large



13 Ways to Build Trust

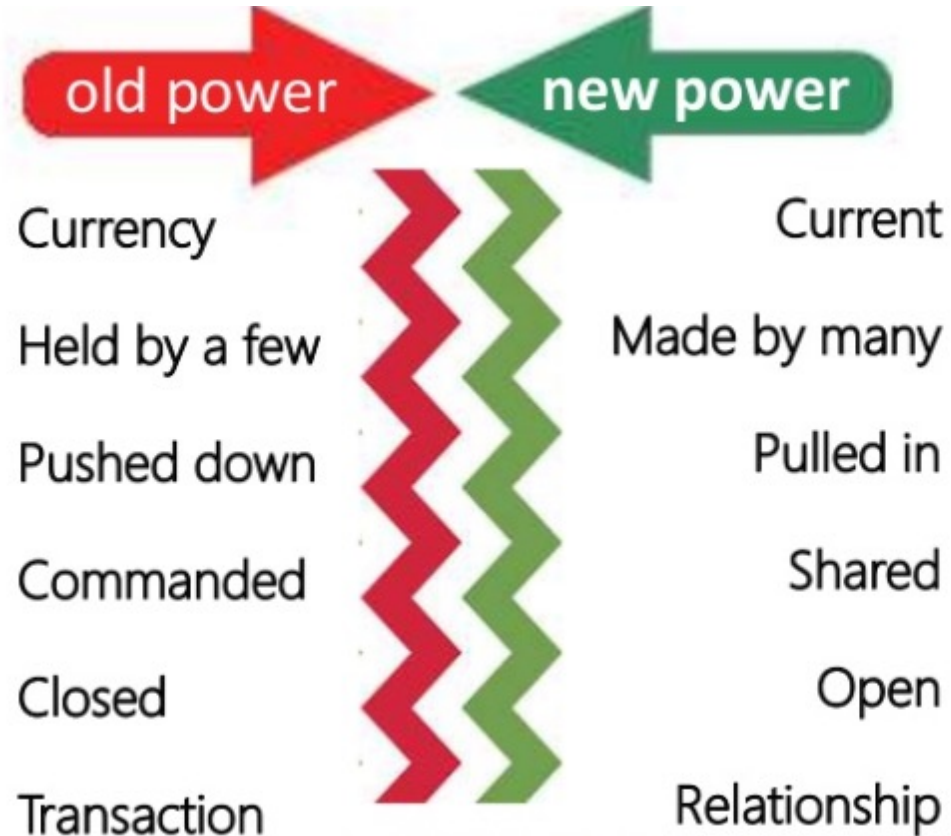
1. Talk straight
2. Demonstrate respect
3. Create transparency
4. Right wrongs
5. Show loyalty
6. Deliver results
7. Get better
8. Confront reality
9. Clarify expectations
10. Practice accountability
11. Listen first
12. Keep commitments
13. Extend trust

Do you have other ideas on how to build trust? Please share any thoughts or comments in the chat box.

#TurfTrust



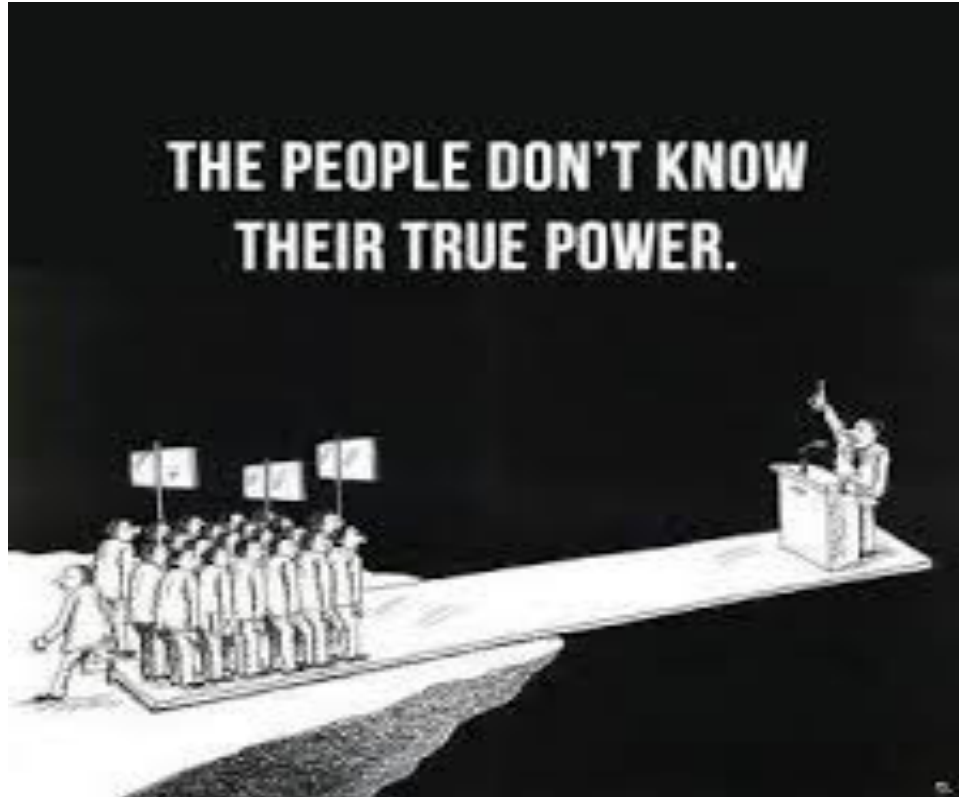
Addressing Power Dynamics



Jeremy Heimens, Henry Timms [New Power: How it's changing the 21st Century and why you need to know](#) (2018)



Working with Power

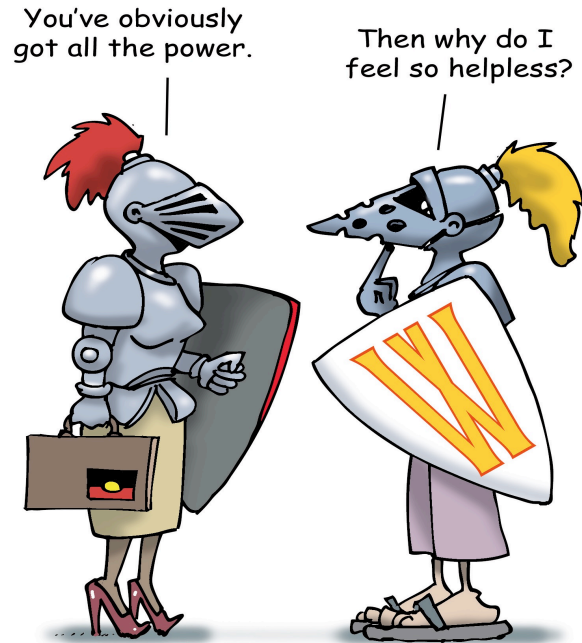


- **POSITIONAL
POWER - Formal**

- **PERSONAL POWER
- Informal**



Working with Power



Positional Power - Formal

Power that comes from a position within a specific system

Social (or unearned)

Power that we are born with or into.

Personal Power - Informal

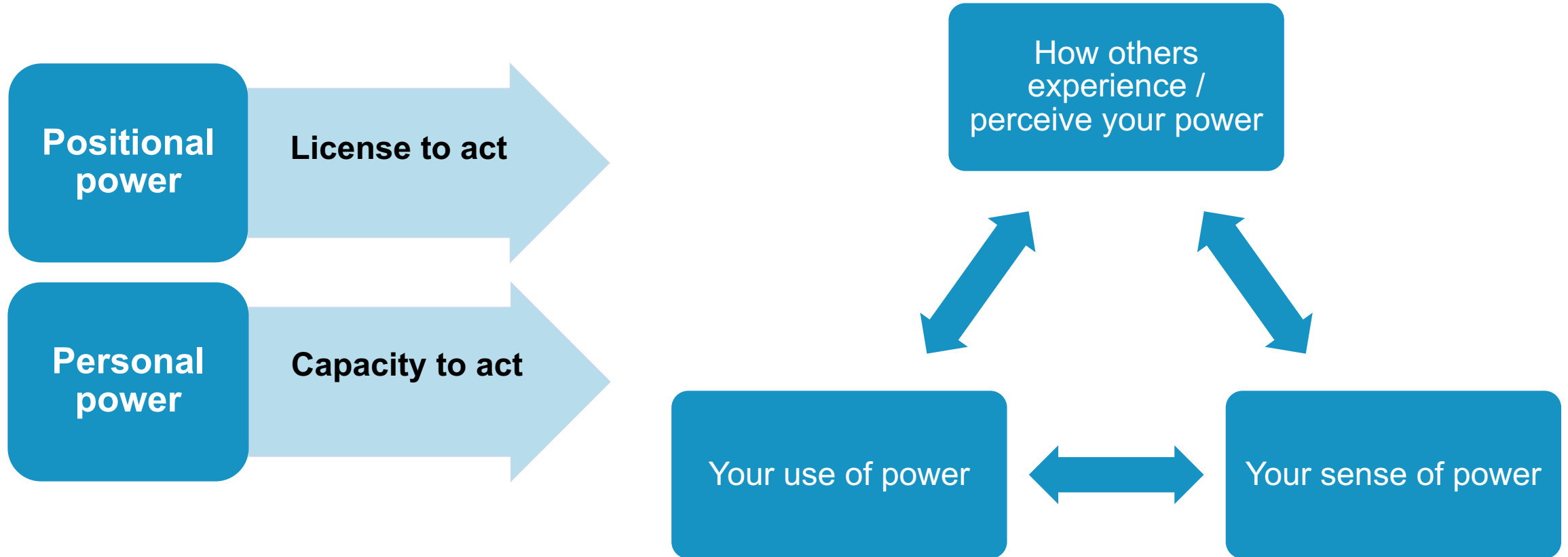
Power that comes from life experience.

Spiritual

Power that comes from being connected to something greater.



The Power Play





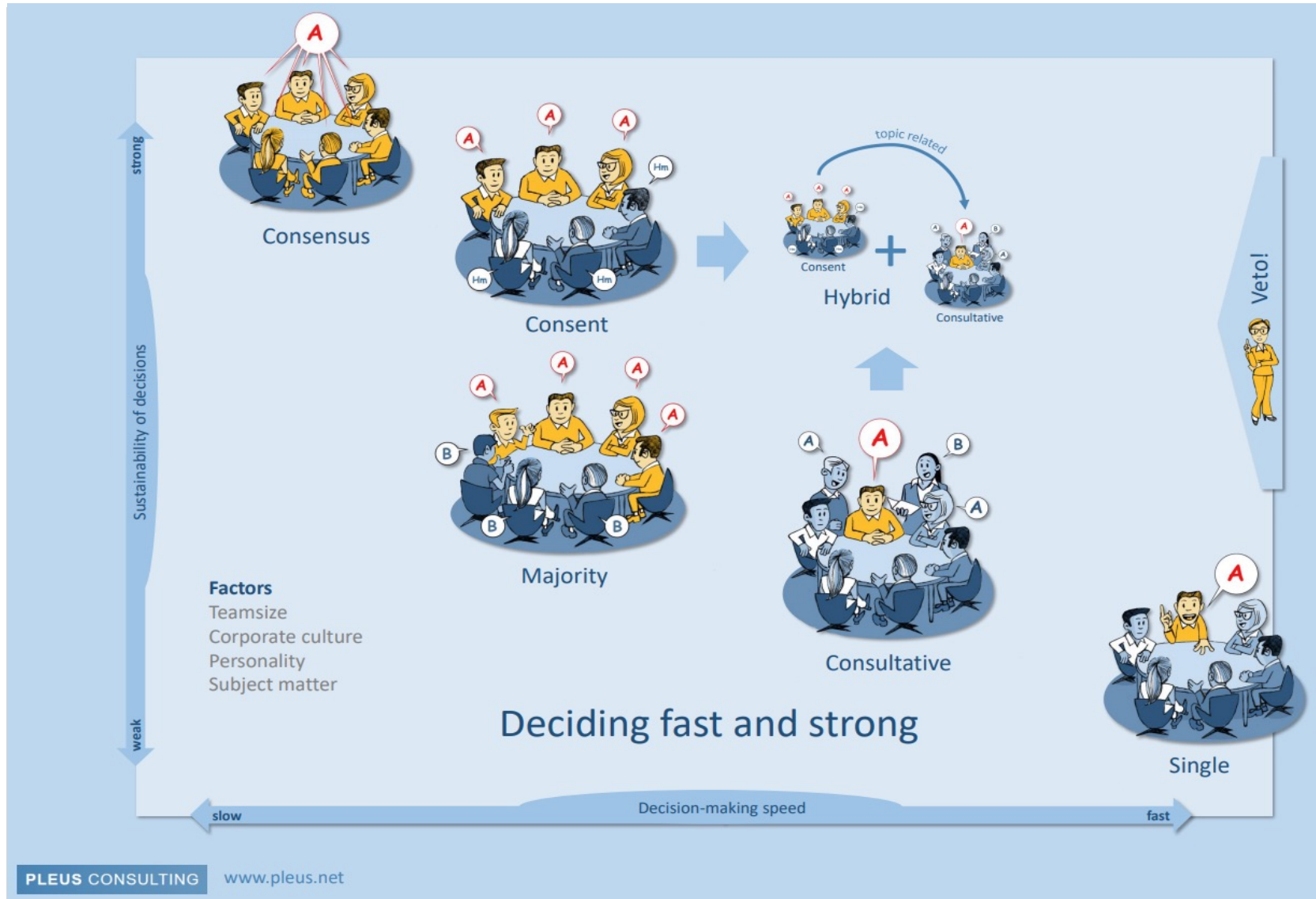
The Power Audit

In your collaborative teams discuss:

- Where, and what kind of power do you have?
- What resources or privileges does it bring?
- How could you use it differently to progress the goals of your organisation or community?



Dealing with Conflict – Defining the Decision-Making Process





Dealing with Conflict

- Focus on the larger goal
- Do your research
- Problem-solve with your counterparts
- Negotiate the process
- Control your emotions
- Decide if it's worth it

Principles to Remember

- Ask for clarity about the task
- Invite your teammates to contribute or lead
- Don't assume negative intentions – there might be a lack of clarity about roles
- Negotiate the process first
- Determine how hard to push
- Don't persist in fighting the battle if it's not good for the organization or collaborative

Source: <https://hbr.org/2017/09/how-to-navigate-a-turf-war-at-work>



Dealing with Conflict

- Not fulfilling your commitments
- Others not fulfilling their commitments
- Blaming others for the wrong
- An inability to constructively confront issues
- Others?



Dealing with Conflict



Discuss the betrayal



Clarify the facts



Make / accept sincere apologies



Explain the reason for the betrayal



Create a plan



Stick to your plan



Assess your progress

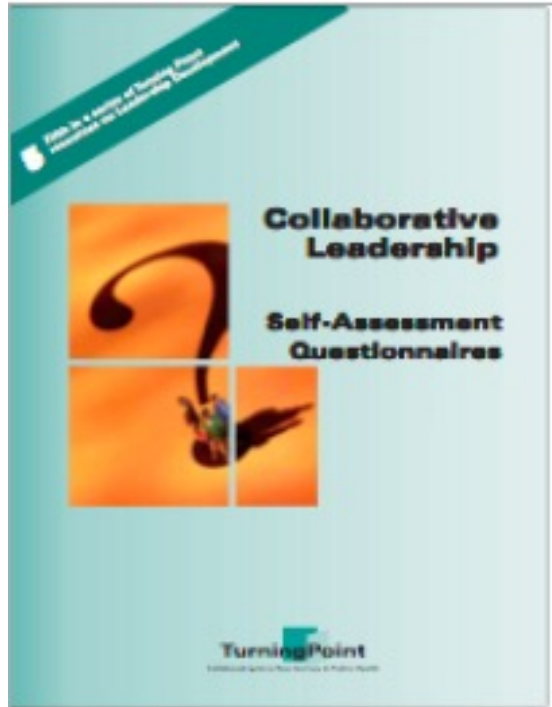


Be patient

Useful Tools to Sustain Collaborative Efforts



Collaborative Leadership Self-Assessment Tool



Six Areas of Collaborative Leadership

- Assessing the Environment
- Creating Clarity: Visioning and Mobilizing
- Building Trust
- Sharing Power and Influence
- Developing People
- Self-Reflection

Source: [Collaborative Leadership Self Assessment Questionnaire](#)



Collaborative Leadership Pizza



What do you bring to the collaborative table?

For each pizza slice, colour in as much of the section in a way that illustrates your unique contributions to the collaborative work.



Building Trust and Sharing Power

The 15% Solution Exercise

- What is something that you could do 5 – 15% differently that would add to our collaborative governance and leadership context?
- Write down one thing you could do.

Source: [The 15% Solution Exercise](#), Liberating Structures



Community or Collaborative Agreements

Pick one that you will hold during the session.

- Be Present
- Listen, respect each other.
- Take space, Make space
- Start with "I" statements. Define if you move to "we".
- Assume nothing and ask questions.
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- Expect unfinished business: Sometimes you have to sit with things.
- Stay connected.
- Take care of yourself

Source: Source: [Liberatory Leadership Webinar | Distributed Leadership at LLC: What's Working and What's Hard | Leadership Learning Community](#)



Final Thought: Collaborative governance is about **people**

Ideal collaborative member characteristics include:

- Highly regarded by their peers
- Knowledgeable in their subject area(s)
- Action-oriented thinkers
- Willing/eager to collaborate & innovate with a diversity of other perspectives
- Other characteristics important to the collaborative



Collaborative governance is about **people**

Member Gifts

- **Connector** – Someone who knows many people across the systems
- **Attractor** – Someone whom others want to be in the room with
- **Visionary** – Someone who will advance the collaborative to move with speed & scale while staying focused on a shared agenda
- **Subject-Matter and/or Context Expert** – Individuals with expertise on a key aspect of the issue/opportunity being addressed
- **Staff Resource** – The staff provide support to the collaborative effort

Open Forum

Getting Ready for Session 2

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Time to be arranged



Reflection and Homework

Member Engagement or Recruitment Strategy

Develop a member engagement or recruitment strategy for your collaborative using one of the tools identified during this workshop. Be prepared to share your strategy with the workshop participants during the September 29th Session.

Consider:

- What are the challenges currently facing your collaborative?
- How does this tool or approach deepen your thinking about collaborative leadership?

THANK YOU