

# Collaborative Leadership

## Success through synergy-maximising partnership

Effective leadership is vital in achieving organisational goals. Across the civil service and the public sector generally, it is increasingly essential for leaders to secure objectives through close collaboration with a wide range of internal and external partners, who may make very different and challenging demands.

This programme enables you to learn more about the skills and approaches required to lead top teams and build synergy-maximising partnerships with success.

### **Aim**

To provide participants with a clear understanding of:

1. Key measures of collaborative success
2. Examples of successful collaborative working
3. Politicians as partners
4. Networking with advisors & advocates
5. Building collaborative teams
6. Working across policy divides
7. Promoting the collaborative ethos with diverse stakeholders
8. Leadership for state-citizens collaboration

## Methodology

The training approach to be used, which governs the design and delivery of the training is based on the following principles:

- To actively involve the participants throughout the training
- To enable participants to share their thoughts and enquiries
- The training is designed based on the needs and expectations of the participants that are reflected in the pre-training questionnaire

## Workshop methods and tools

In order to achieve the objectives of the training, the following tools and methods will be utilised:

- **Presentations:** presentations will be used in order to provide the background of each subject and create discussion and questions.
- **Discussions:** throughout the training, participants will be encouraged to contribute to discussions and share their experiences and thoughts with the rest of the group. The discussions will be facilitated and coordinated by the facilitator in order to maintain the focus in the key areas of interest
- **Case studies:** case studies will be used so as to facilitate and trigger discussion, as well as allow external benchmarking so as to achieve competitiveness
- **Group work:** group work will be used in order to facilitate practical understanding of the issues and in order to enhance team working, team building and cooperation amongst participants

## Sample Programme

- 13.00 Welcome and Introductions
- **What are the problems you encounter when you have to follow un-collaborative leadership?**
  
  - **What would you like to gain from this course to help develop your leadership in building and inspiring high achieving teams and partnerships?**
- 13.15 **Session 1**
- **Key measures of collaborative success**
    - Formulation of shared objectives
    - Communicative vibrancy
    - The greater sum of motivated parts
    - Joint review and adaptation
  
  - **Examples of successful collaborative working**
    - Historical examples
    - Contemporary management examples
    - Local authority case example: 'Working With Communities'
    - Central government case example: 'Together We Can'
  
  - *Group Discussion*
- 14.15 **Session 2**
- **Politicians as partners**
    - What do they want
    - How do they work
    - What to avoid
    - How to get them to engage you as their partners

- **Networking with advisors & advocates**
  - Getting to know their visions & ambitions
  - Building trust
  - Turning adversaries into allies
  - Developing allies into teammates
  
- *Group Discussion*

15.00 Refreshment Break

**15.15 Session 3**

- **Building collaborative teams**
  - Meaningful induction
  - Cooperative conversations trump mechanical feedback
  - Participatory project planning
  - Defining & valuing roles and responsibilities
  - Inclusive performance review & shared recognition
  
- **Working across policy divides**
  - Understanding departmental and divisional boundaries
  - Building bridges across boundaries
  - Cultivating shared goals
  - Managing external changes of roles and personnel
  
- *Group Discussion*

**Session 4**

- **Promoting the collaborative ethos with diverse stakeholders**
  - Exemplifying the collaborative ethos in your interactions
  - Leading the articulation of your joint enterprise

- Anticipating and responding to disagreement constructively
- Dealing with anti-collaborative moves firmly
- Sustaining the sense of solidarity
  
- **Leadership for state-citizens collaboration**
  - The democratic duty of public servants
  - Leadership for state institutions and services
  - The scope of collaboration with citizens
  - The complete collaborative leader
  
- *Group Discussion*

**16.45**      **Final Remarks & Questions**

17.00      Close