

**Building Capacity to Lead Collaborative Work:
Engaging Partners to Address Disparate Outcomes**

<p>3:30-3:35 5min</p>	<p>Welcome/Opening</p> <ul style="list-style-type: none"> • Workshop purpose/results • Engaging collaborative leaders-<i>Addressing BIG issues requires...</i> 	<p>Slides #1-3</p>
<p>3:35-3:55 20min</p>	<p>Theory of Aligned Contributions (TOAC)</p> <ul style="list-style-type: none"> • Overview of the key concepts of the TOAC • Application of key tenets for working with cross-sector leaders 	<p>Slide #4</p>
<p>3:55-4:15 20min</p>	<p>Identifying and Addressing Disparities to Accelerate Results</p> <ul style="list-style-type: none"> • Define disparities • Introduce data on vulnerable children to deepen understanding about addressing disparities to accelerate results • Using data to drive decisions and create shared results-based accountability • Reflect on assumptions and mental models often used as lenses to understand disparate outcomes for populations • Assessment of actions to address disparate outcomes 	<p>Slides #5-8</p>
<p>4:15-4:20 5min individuals</p> <p>4:20-4:35 15min tables</p>	<p>Practice Using Collaborative Leadership Skills and Tools</p> <ul style="list-style-type: none"> • Complete composition analysis • Identify the authentic work and possible contributions of collaborative groups-HANDOUT • Moving to High Alignment and Action • Supporting Collaborative Groups to Move from Talk to Action-HANDOUT 	<p>Slides #9-12</p>
<p>4:25-4:55 20min</p>	<p>Taking the Work Back Home/Learning from Others</p> <ul style="list-style-type: none"> • Explore how concepts and tools could be used to accelerate their work (a real meeting) • Hearing from Smart Start Leader's Collaborative 	<p>Slides #13-16</p>
<p>4:55-5 5min</p>	<p>Commitments and Closing</p> <ul style="list-style-type: none"> • Make commitment for next steps 	<p>Slides #17-18</p>



BUILDING CAPACITY TO LEAD COLLABORATIVE WORK

Engaging Partners to Address
Disparate Outcomes



Welcome and Purpose

Addressing BIG results requires . . .

Results

- Understand key concepts from the Theory of Aligned Contribution
- Practice using collaborative leadership skills and tools
- Reflect on your own collaborative experiences and how collaborative leadership skills and tools can be used in your work



Theory of Aligned Contributions

Population Level Change

Aligned Action

Urgency and
Accountability

Disciplined Focus
on Result

Collaborative Skill
Set



Results Accountability

Whole Population

- NC Children 0-5 (0-4=623,064 in 2011)
- Children in a given jurisdiction from 0-5 years



Ex: Robeson County

- 0-4 (10,189)
- 43.1% below poverty

Program/System Populations

Children and families served by or targeted by a particular “program or strategy”



Public Pre-K

Home Visitation

Library Programs

Child Care



Disciplined Focus on Results



Result

Children Are Ready to Succeed
in School

Population

3,000

% boys and girls

% living in poverty

% by ethnic background or race

Indicator

Prior Care

Attendance

Birth Weights



Results Accountability: Result, Population, Indicator of Success

Reflective Practice:

How might thinking about population level data inform your work?

- What is **your** result statement?
- What do you know about the population?
- How are you measuring success?
- What data do you have that you would like to explore?
- What might be included on a data agenda?



Using Data to Drive Decisions & Accountability



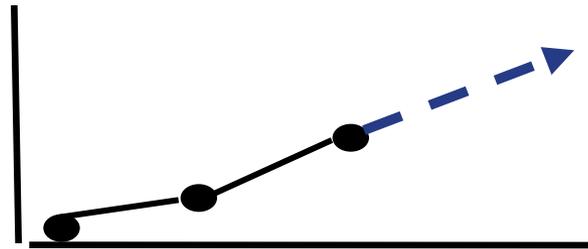
- What do you notice about the state of children entering school ready to succeed in our county?
- What are important factors to consider? Who should care?
- What do you feel?



Factors to Strategies

Population

Impact/Difference want to make



Factors behind the trend line

Key partners:

Three actions to take:

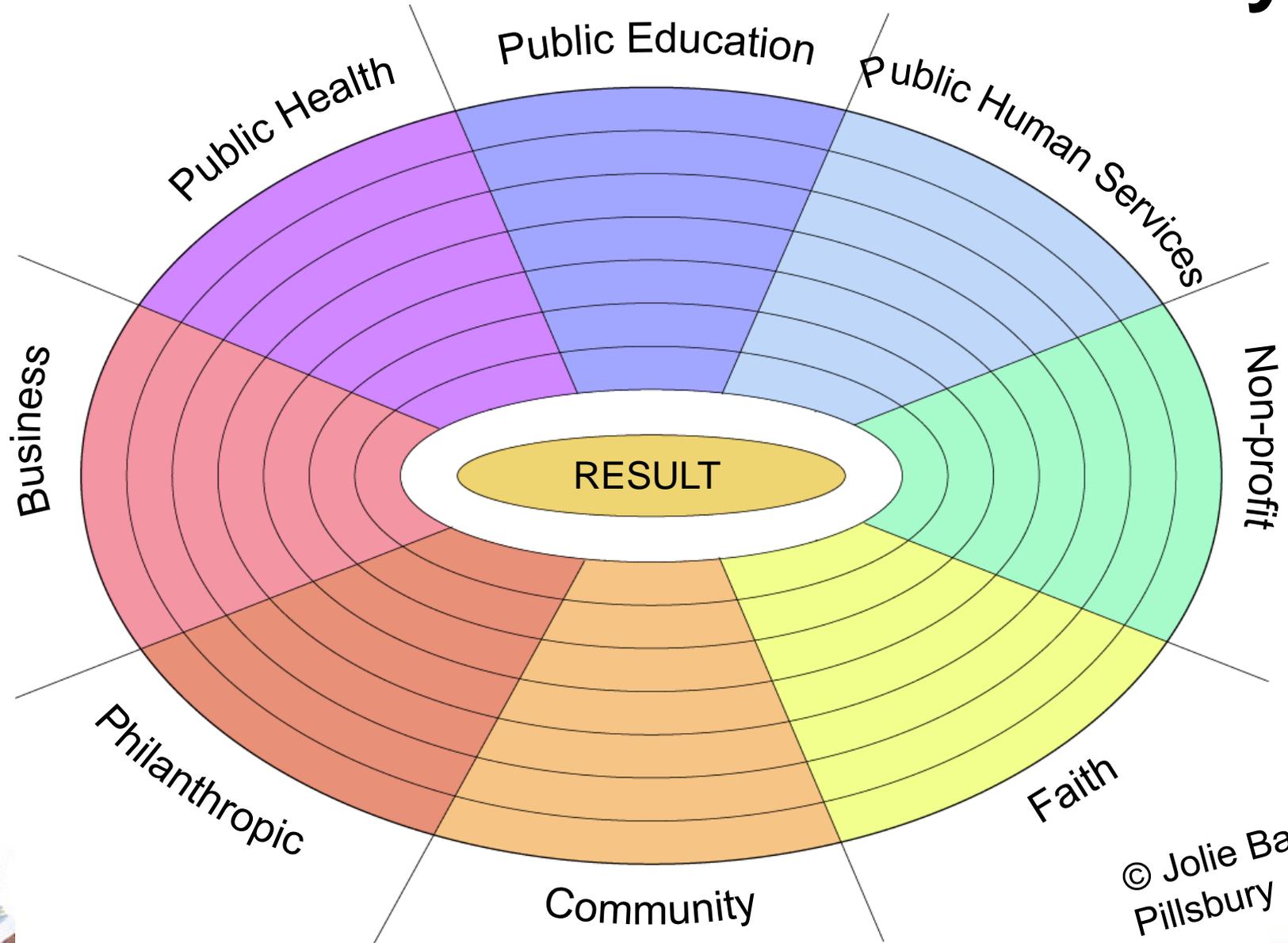




Thinking about Disparities

- Where do they exist?
- What assumptions are being held?
- How do assumptions and mental models influence:
 - What is seen, heard, experienced?
 - Interpretations of information?
 - Choices about strategies and actions?
- Reflective Practice: How might your conversation inform your planning?

Partners Who Have a Role to Play



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Moving to High Alignment & Action

High Action/Low Alignment	<u>High Action High Alignment</u>
Low Action/Low Alignment	Low Action/High Alignment

What will it take:

- To move to high alignment/high action?

--or--

- Stay in high alignment/high action?



RTT-ELC: Leaders Collaborative

Results-Based Accountability

- An ability to align partners and resources to improve results for young children and families.

Closing the Gap on Disparities

- The ability to use data to identify disparities and develop strategies to address them.

Building Collaborative Leadership

- The ability to listen, ask effective questions, use interest-based negotiation, and commit to aligned actions.



Leaders Collaborative: Key Strategies

Target Audience

Local Smart Start Executive Directors

Key Strategies

- Intensive facilitated sessions, study, and applied practice.
- Training in Communities of Practice and Online Learning Community
- Training in Leading for Equity



Leaders Collaborative: Current Status



Smart Start Leaders Collaborative
Participating Local Partnerships & Executive Directors



Leaders Collaborative 2011-12 [Cohort I]

RTT Leaders Collaborative 2012-13 [Cohort II]

Leaders Collaborative 2013-14 [Cohort III]

Leaders Collaborative 2014-15 [Cohort IV]



Learning from Smart Start Leaders

The Leaders Collaborative is a wonderful experience. I've learned practical tools that help in my everyday work and have allowed me to gain a deeper understanding of the host as leader role I am capable of taking on in my community. **Sherry Peel, Carteret County Partnership for Children**

Participation requires time and work and it is important to fully participate to get the greatest benefit. This investment strengthens not only skills and thinking, but builds deeper, quality relationships with the other members of the cohort. The experience also provides a stronger process for evaluating data and using it effectively.

Dwight Morris, Partnership for Children of Johnston County, Inc.

Leaders Collaborative has been an inspirational learning experience. Sharing experiences and seeking shared solutions have strengthened my collaborative skills in approaching work and community issues. **Lyn Hankins, Lee County Partnership for Children**

I strongly recommend participation in the Leadership Collaborative to any executive director who is interested in enhancing their leadership skills. The hands-on opportunity to utilize local data as we strategized to address real issues in our counties has been invaluable.

Carolyn M. Paylor, MA. LPC, Franklin Granville Vance Smart Start





Taking the Work Back Home

- Insights
- Next Steps
- Commitments

Resources

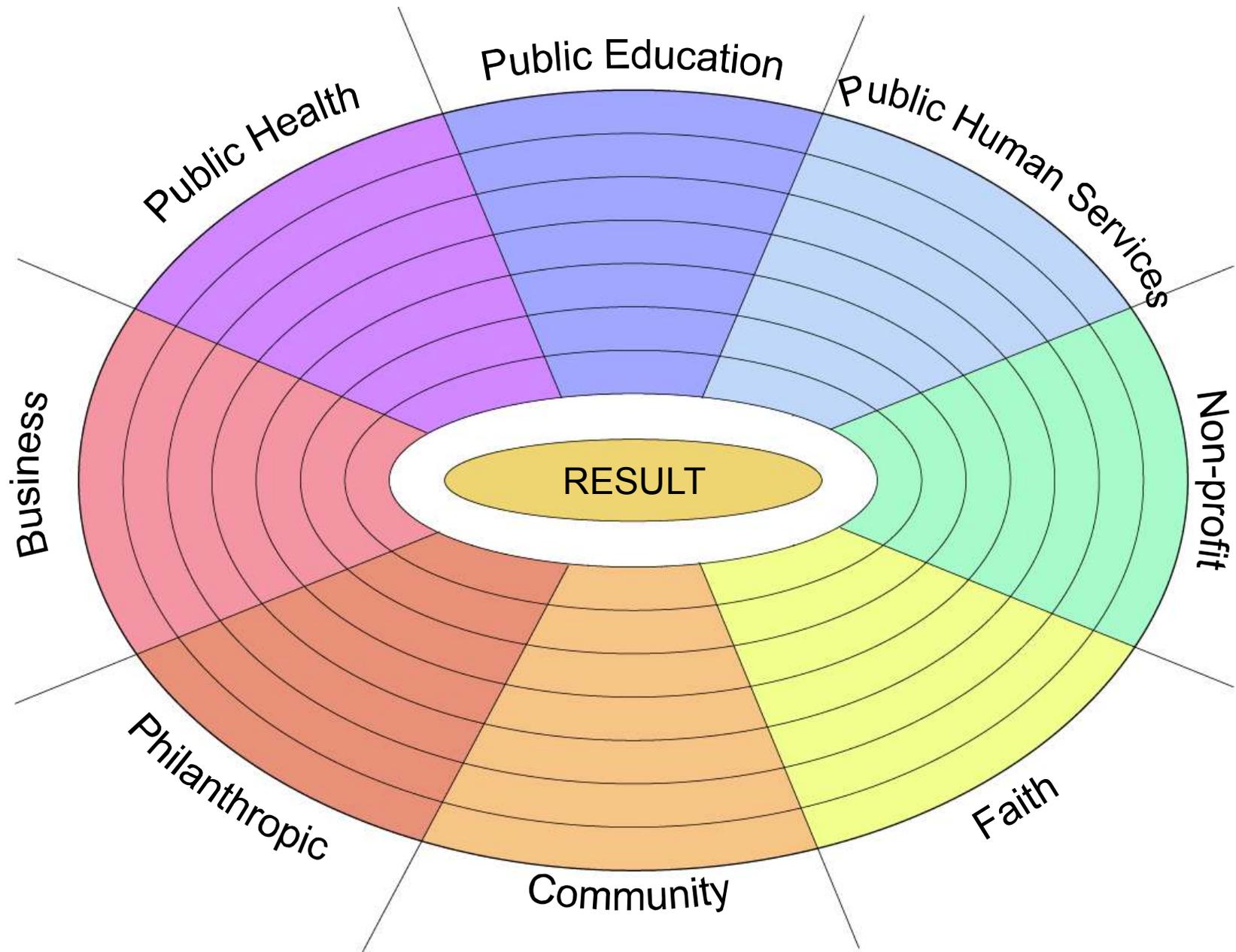
- Friedman, M. (2005) *Trying Hard is Not Enough*. Trafford Publishing
- O'Brien, J., Littlefield, J. & Goddard-Truitt (2013) *A Matter of Leadership: Connecting a Grantmaker's Investments in Collaborative Leadership Development to Community Results*. Foundation Review, V5, 26-42
- Smart Start Online Learning Community
<http://learn.smartstart.org/>
- *Improving School Readiness in DeKalb County, Georgia*. (2010) The Annie E. Casey Foundation, Baltimore, MD
<http://www.aecf.org/resources/improving-school-readiness-in-dekalb-county-georgia/>





**THANK YOU. LEAD BOLDLY.
STAY TOGETHER.**

Diane Umstead dumstead@ncsmartstart.org



Ten Conversations: Creating Alignment and Action

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“An organization’s results are determined through webs of human commitments, born in webs of human conversations.” Fernando Flores

At the heart of leadership is the capacity to create results that matter to the people you work with and the people you serve. When you and those you work with have a common understanding and a shared commitment to achieve measurable results that matter to you all, then acting together effectively can become your daily practice.

Having the ability to know the kind of conversation that is required in a particular situation to be in alignment and action together is a powerful leadership skill.

Contents	
I.	Conversations for High Alignment, High Action
II.	Starting the 10 Conversations
III.	Practice

I. Conversations for High Action, High Alignment

The first step is to notice the current level of alignment and action for yourself and those you work with. Once you know the situation you are in, the second step is to choose a powerful conversation that will move you to or sustain you in high action and high alignment.

<p style="text-align: center;">High action, low alignment</p> <p>A leader working actively and independently to contribute to the result, but not reaching out to build relationships with others to achieve complementary efforts.</p> <p>Conversations that forge alignment: Meaning, Relationship, Possibility, Success, Results</p>	<p style="text-align: center;">High action, high alignment</p> <p>A leader with resilient relationships acting on collaborative decisions and being accountable for measurably improving results.</p> <p>Conversation that sustain high action, high alignment: Reflection/Learning, Results</p>
<p style="text-align: center;">Low action, low alignment</p> <p>A leader observing what is going and not engaging in either relationship building or taking action that can contribute to result.</p> <p>Conversation that forge alignment and ignite action: Meaning, Personal Power, Results</p>	<p style="text-align: center;">Low action, high alignment</p> <p>A leader joining with others and fostering relationships, but not using the relationships to leverage contributions to the result.</p> <p>Conversations that ignite action: Accountability, Commitments/Promises, Action, Results</p>

II. Ways to Start the Ten Conversations

Moving Towards High Alignment

Leaders engaging people to work together for a common result requires connecting different interests, commitments, and perspectives in a new way so everyone has a relationship to each other and a shared result. Low alignment is a symptom of undeveloped relatedness. The four conversations of meaning, relationship, possibility and success move you and others out of low alignment by fostering aligned connections to shared results.

Conversation	Possible ways to start the conversation
Meaning	This is what is important to me and what I want to do with you...What is important to you? What matters to you? What do you want to do together?
Relationship	I’m not satisfied with our level of commitment and I’d like us to talk about it. I’d like to hear what you value about our working together? How can we build a cohesive working relationship
Success	What a successful outcome for each of us? What are our conditions of satisfaction for our work together?
Possibility	What can we create together? What is possible? What are the different options? What is open to us? What is our true potential? What haven’t we considered?

Moving Towards High Action

Mobilizing action requires addressing issues of pace, capacity, competency, and peer accountability. Intentional conversations of accountability, commitments/promises, action, and results can support moving a group to action.

Conversation	Possible ways to start the conversation
Accountability	This is what I am contributing...In what ways are you willing to contribute towards our success? When are you willing to make the contribution? What are you willing to say yes to? What do you say no to? What are the consequences for each of us of taking this action? What's required of us that no one has yet taken responsibility for?
Commitment and Promises	What is your commitment to the results and the work so that we can meet our goals? What is your commitment to me so that I can be successful? What commitment do you need from me so you can be successful? What has each of us promised to?
Action	Lets coordinate the timing and communication of our tasks in order to get this work done in time. This is how I am progressing on my commitments...How are you progressing on your commitments? Do you want my input? Do you have any input for me? What proposals do you have for who needs to do what when?
Results	What outcome do we want to see? How important is that result? What are we willing to do, stop doing, not do or change to achieve that result? Is this bottom line reasonable? What do others expect of us? What do you expect as a result of our working together? What do you expect that our work will produce? Who will benefit from achieving the result? How will we know if we have achieved the result? Who are partners who can contribute?

Conversation to Move Out of Low Action Low Alignment

The cornerstone conversation to move out of a place of both low alignment and low action is one that allows you or those you work with to reflect on their own personal power – the power to act and the power to forge relationships.

Conversation	Possible ways to start the conversation
Personal Power	If you could move forward on your own, what would you do? What prevents you from exercising your power? What are your sources of power -- From your own unique gifts, talents and experience? In your roles of both formal and informal authority? In the systems you are part of? If there were no constraints how might you approach this? What do you need from us to support you? What can you give yourself permission to do? Is there risk you need to mitigate? If this is not a place you want to be what can you do to make it meaningful? What do you need to do to leave?

Conversation to Sustain High Action and High Alignment

Once you are in a place of high action and high alignment there are conversations of reflection and learning that can sustain this high level of engagement until the program results are achieved.

Conversation	Possible ways to start the conversation
Reflection	What just happened? What did we learn? What should we do next time? Were our working assumptions accurate when we started? Isn't it time to stop and reflect? What of the conversations that got us here do we need to have again?

III. Practice

Identify what conversation you need to have with whom. What do you hope to achieve with this conversation? What was the impact of the conversation – what happened? Journal... keep practicing.