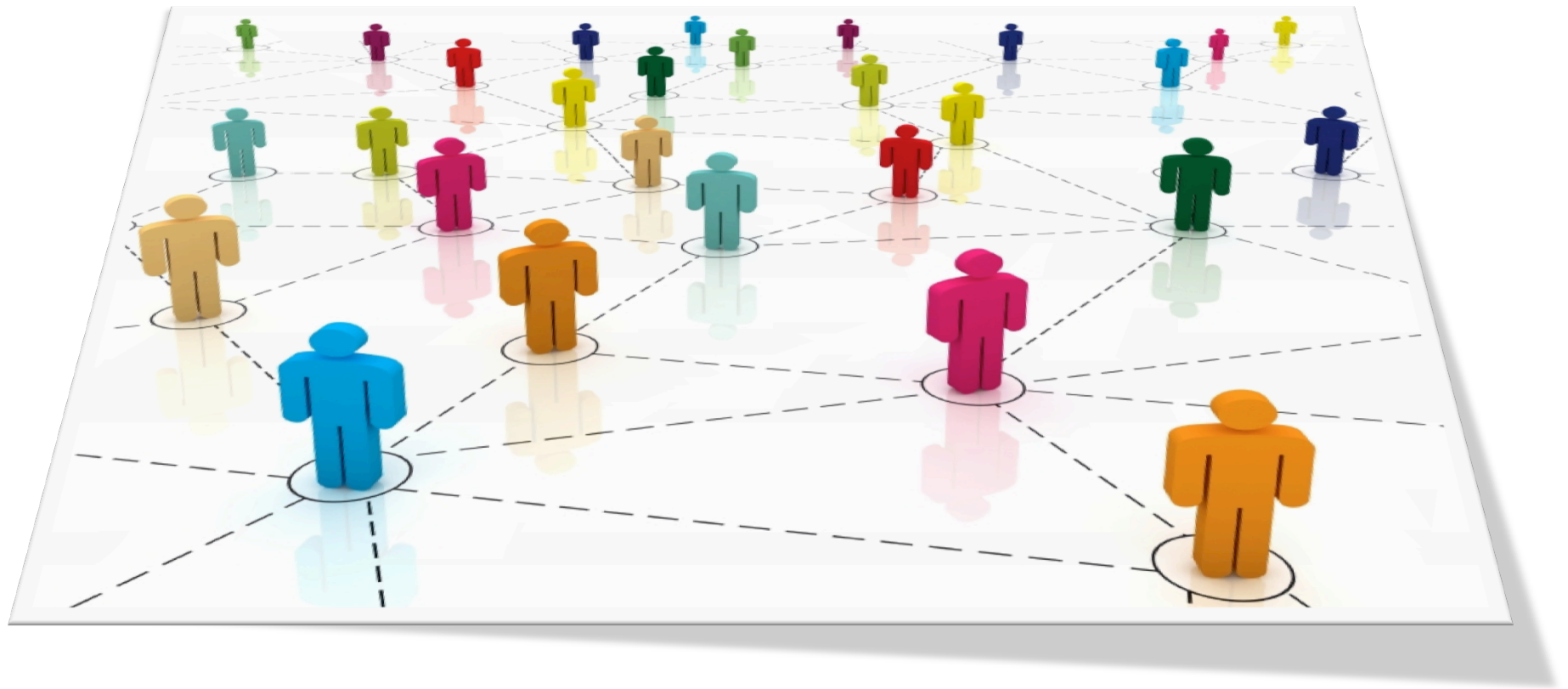


Building Collaborative Capacity for Reform

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The Nature of Work is Changing



Learning Objectives

- Discuss how you can improve your collaboration leadership style.
- Explain the role that reformers play in building an organization's collaborative capacity.



Your Experience With Collaboration

1. Think of a time when your organization collaborated well with another organization.
2. What enabled that collaboration?
3. Think of a time when your organization's collaboration efforts failed?
4. What were the barriers to collaboration?

Are you a collaborative leader?

COLLABORATIVE BEHAVIORS	WHAT IT MEANS
Redefining Success	Collaborative leaders focus on goals that are bigger than their own agendas. They seek common ground and look for win-win solutions.
Involving Others	Collaborative leaders value diversity, dialogue, and being open minded.
Being Accountable	Collaborative leaders hold themselves and others accountable.

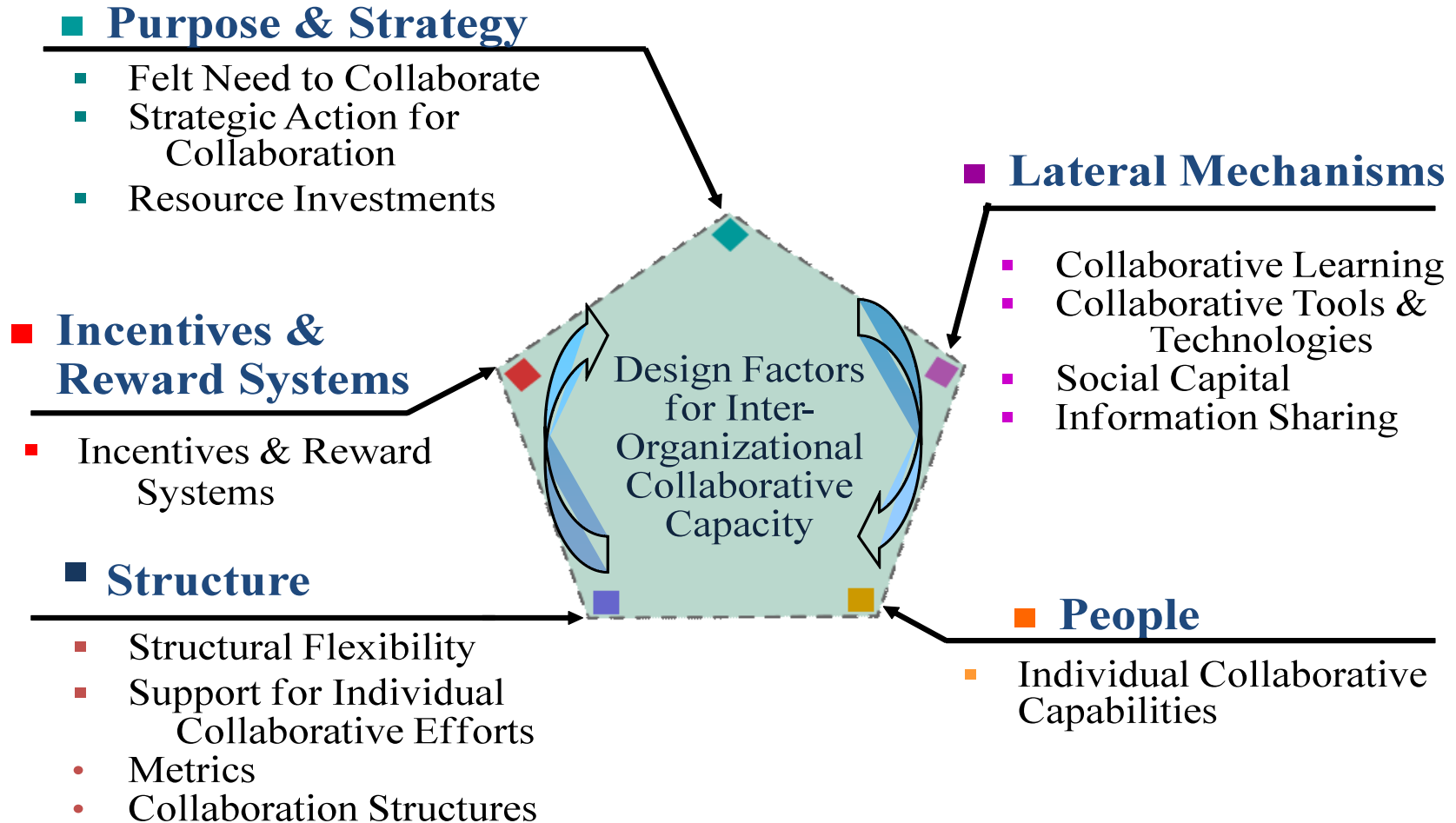
Source: M.T. Hansen, Collaboration, HBP, 2009

Benchmark Data for Collaborative Style

	Bottom 25%		Median		Top 25%
Redefine success	4-16	17-19	20	21-23	24-28
Involve others	4-13	14-17	18	19-22	23-28
Accountability	4-17	18-19	20	21-23	24-28
TOTAL SCORE	12-49	50-57	58	59-64	65-84
	Poor	Low	Modest	Good	Excellent

Source: Hansen, M.T. Collaboration pg. 149
 Sample of 162 high-performing executives in 6 executive education programs

Inter-Organizational Collaborative Capacity Model



Communication, collaboration and patient safety

- Between 44,000 and 98,000 people die in U.S. hospitals each year due to preventable errors.
- Communication is typically within the top 3 root causes of preventable errors every year.



Adapting the ICC instrument for internal assessment

FROM

“Effective inter-organizational
collaboration is a high priority for my
organization”

TO

“Effective collaboration is a high
priority for my unit or team”

Who's collaborating?

Significantly higher perceptions of collaborative capacity



Building Collaborative Capacity

learning points

- ✓ Name one thing you will do to improve your collaborative leadership style.
- ✓ Name one way you can help your organization build its collaborative capacity.