** **Leading CLD Programme**

**Cohort 2 – February 2023**

**Bridging task 3 – Managing and Leading in Inter-Agency Settings.**

1) Individually, consider one of the reflective questions below, and note your reflections in the box below.

**Reflective questions**

1. Think of a collaborative leader you have encountered and consider to be effective. Do they demonstrate the kinds of competences set out in Table 2.2 and/ or personal characteristics in Table 2.3 (Annex A)? Are there other aspects that you think are important?

2. Think of a collaborative endeavour that wasn’t successful. What was the role of leadership in this lack of success?

3. Think of a situation where you believe that effective leadership was responsible for a good outcome. What was it specifically about this leadership that resulted in a positive outcome, or were there other factors that were also important? In what ways might this leadership have produced negative outcomes?

4. Drawing on the partnership life cycle (Box 2.5, Annex A), what do you think the different capacities and capabilities of leaders might be at the different stages?

**Note your individual reflections here:**

2) Then, meet with your home group, and share your individual reflections prior to session 4.

3) We will invite volunteers to feedback on individual reflections at the start of session 4.

**ANNEX A**

**Table 2.2 Collaborative leadership competencies**

|  |  |  |
| --- | --- | --- |
| **Attributes** | **Skills** | **Behaviours** |
| Collaborative mindset | Self-management | Stakeholder identification |
| Passion towards outcomes | Strategic thinking | Stakeholder assessment |
| Systems thinking | Facilitation skills | Strategic issues framing |
| Openness and risk taking |  | Convening working groups |
| Sense of mutuality and connectedness |  | Facilitating mutual learning processes |
| Humility |  | Inducing commitment |
|  |  | Facilitating trusting relationships among partners |

*Source: Dickinson and Carey (2016, p50) Adapted from Williams (2012, p134)*

**Table 2.3 Desirable personal characteristics of ‘boundary spanners’**

|  |  |
| --- | --- |
| **Personal attributes** | **Description** |
| Respect for others and their views | Appreciating, comprehending and accommodating diversity and difference in people’s perspectives and opinions. The key word here is respect, which does not mean agreement, but valuing other people’s right to their own views. It is also considered important to look for opportunities to demonstrate this respectfulness, and to be tolerant of other’s positions on various matters. Innate curiosity about the ‘bigger picture’ is thought to be an invaluable personal attribute. |
| Honest, straight and trustworthy | Evidenced by being open in dealings with people, not being underhand or devious, or going behind their back. |
| Approachable | This is about people who are accessible and not standoffish; sometimes amusing, talkative and interesting. |
| Diplomatic | Actors with well-honed political antennae who are careful in their use of language. |
| Positive and enthusiastic | These people constantly champion and extoll the virtues and benefits of partnership working. |
| Confident and calm | People who exude good judgement and are firm where necessary. |

*Source: Dickinson and Carey (2016, p51) Adapted from Williams (2005)*

**Box 2.5 Partnership life cycle**

* ***Activation*** involves identifying the right people and resources for the efforts of the partnership.
* ***Framing*** includes facilitating agreement on leadership and administrative roles, helping to establish a culture and develop a structure.
* ***Mobilising*** is the aim of inducing enthusiasm to the collaborative and ensuring support from key external stakeholders
* ***Synthesising*** involved helping to create productive and purposeful interaction between members of the collaborative.
* ***Sustaining*** means ensuring that new networks and collaboration are maintained beyond initial bursts of activity.

*Source: Dickinson and Carey (2016, p52)*