

Good Starts with Leading by Convening Welcome Back!

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For the PA Mental Health Community of Practice

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Key Points from Our Time Together

Convening is more than a meeting... it is the beginning of a relationship.

Poll 1: To What Extent Do You Agree?

Agree - Somewhat Agree - Disagree

When people that do common work get together, they quickly recognize how much they have to share.

They want to keep connecting!

First Thoughts...

In the CHAT, share your first reaction to this question ...

Why do so many collaborations fail
to live up to their potential?

Building Collaboration with Leading by Convening Tools

May 18 / 20

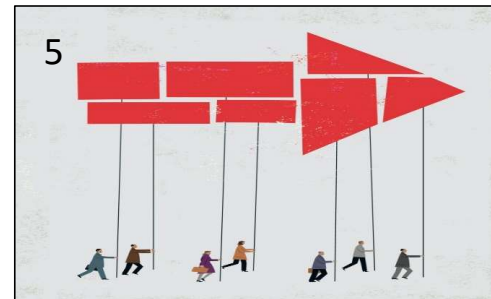
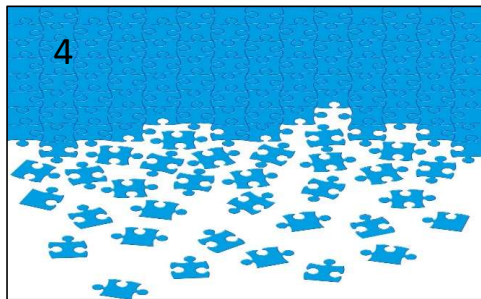
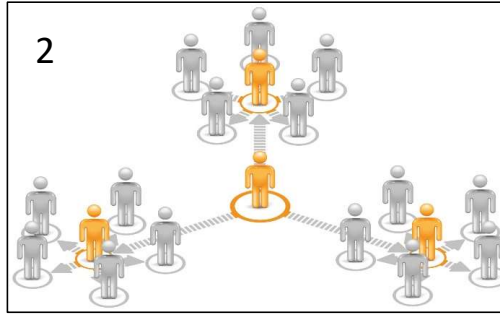
- Good Starts

June 1 / June 3

- Keep the Connections Going

Collaboration

- We all use the word ... what do we really mean?
- What '*picture*' do we have in our head?



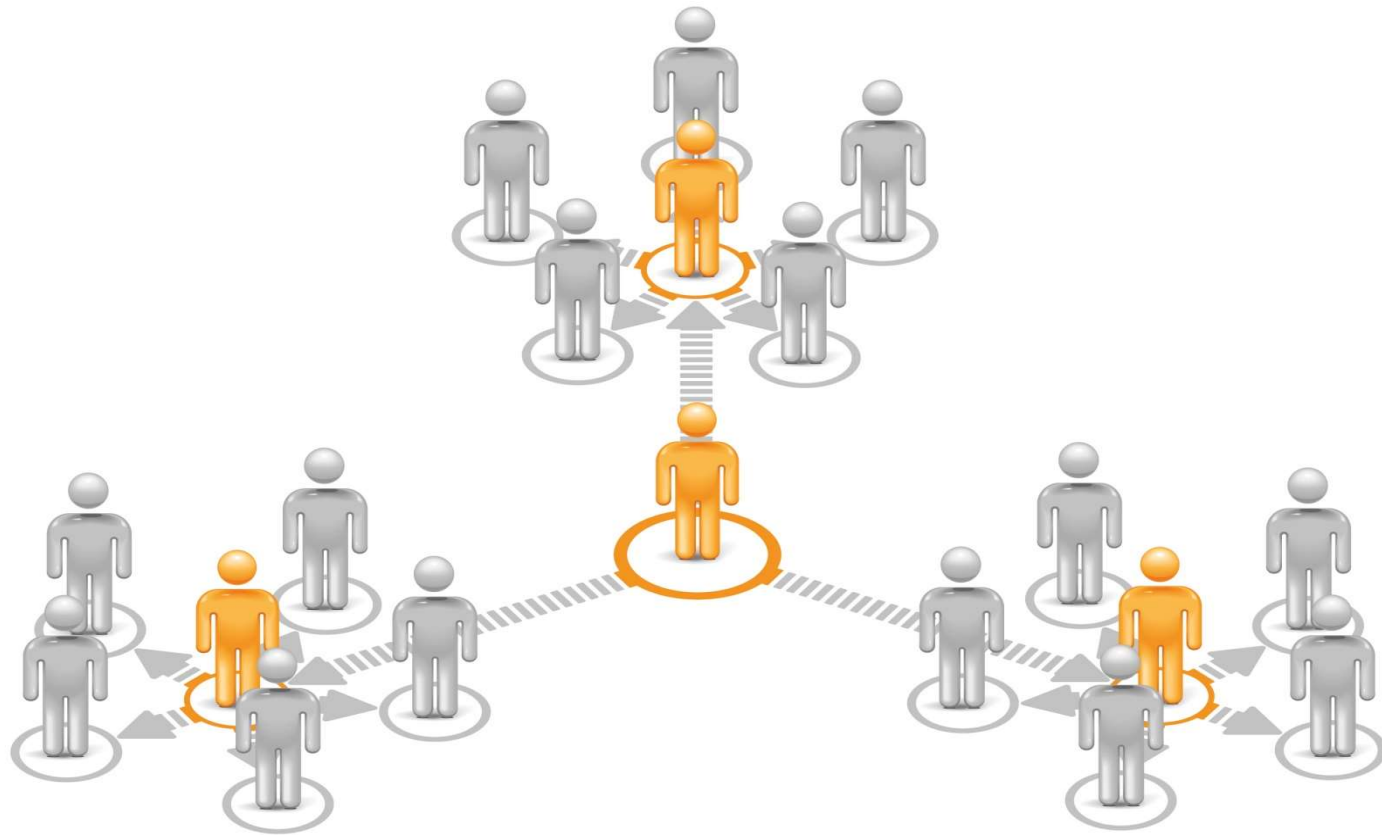
Poll:2
Describing Collaboration

- Choose the image that resonates with you.

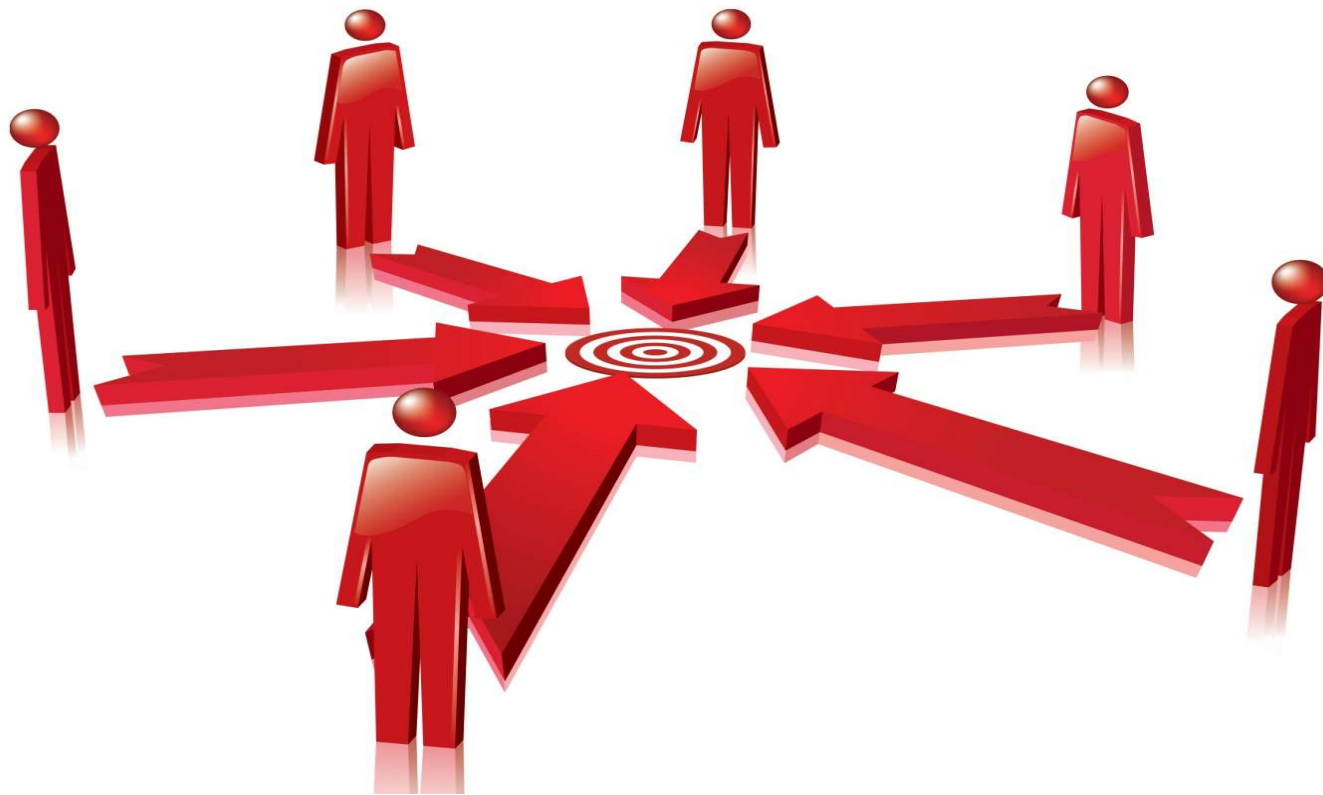
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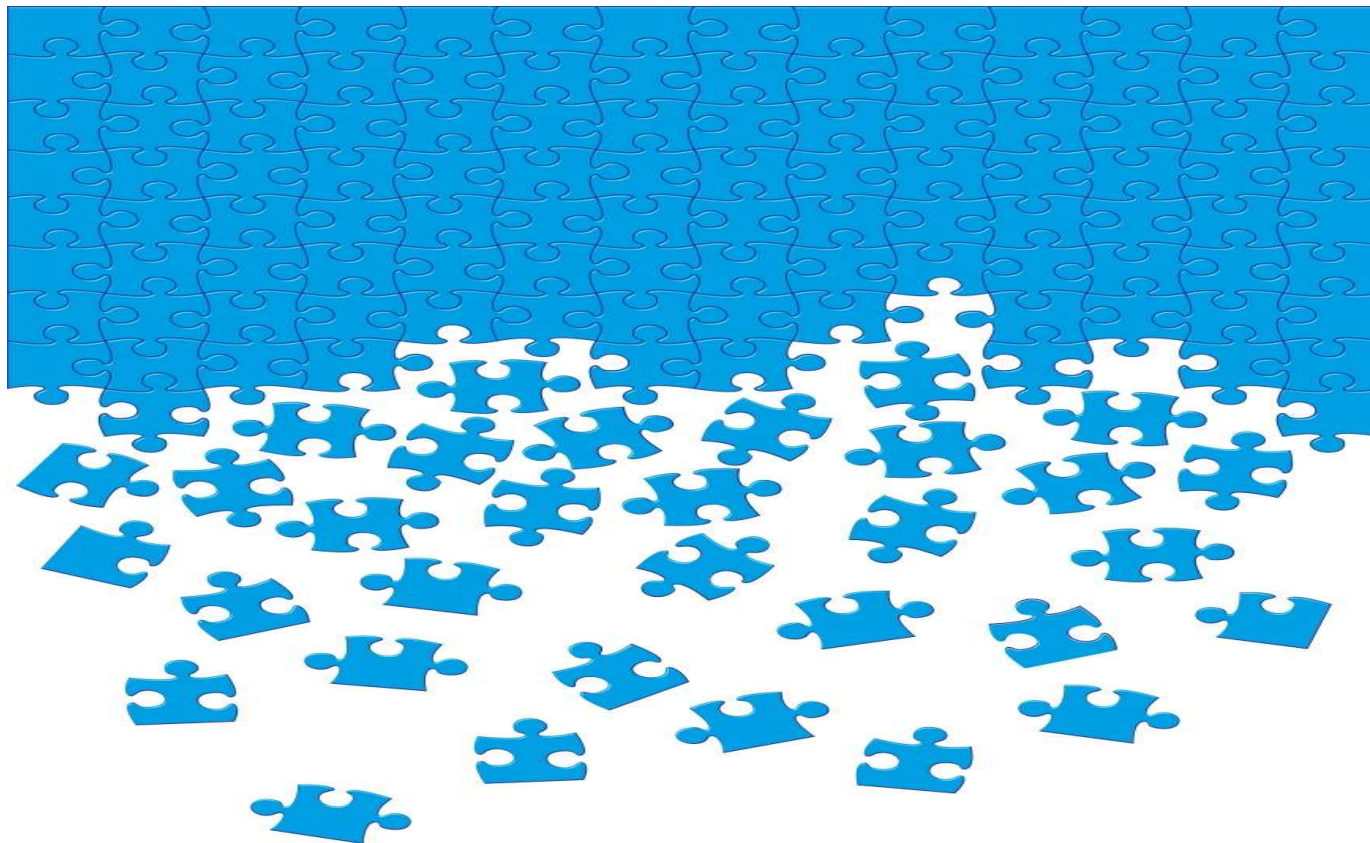
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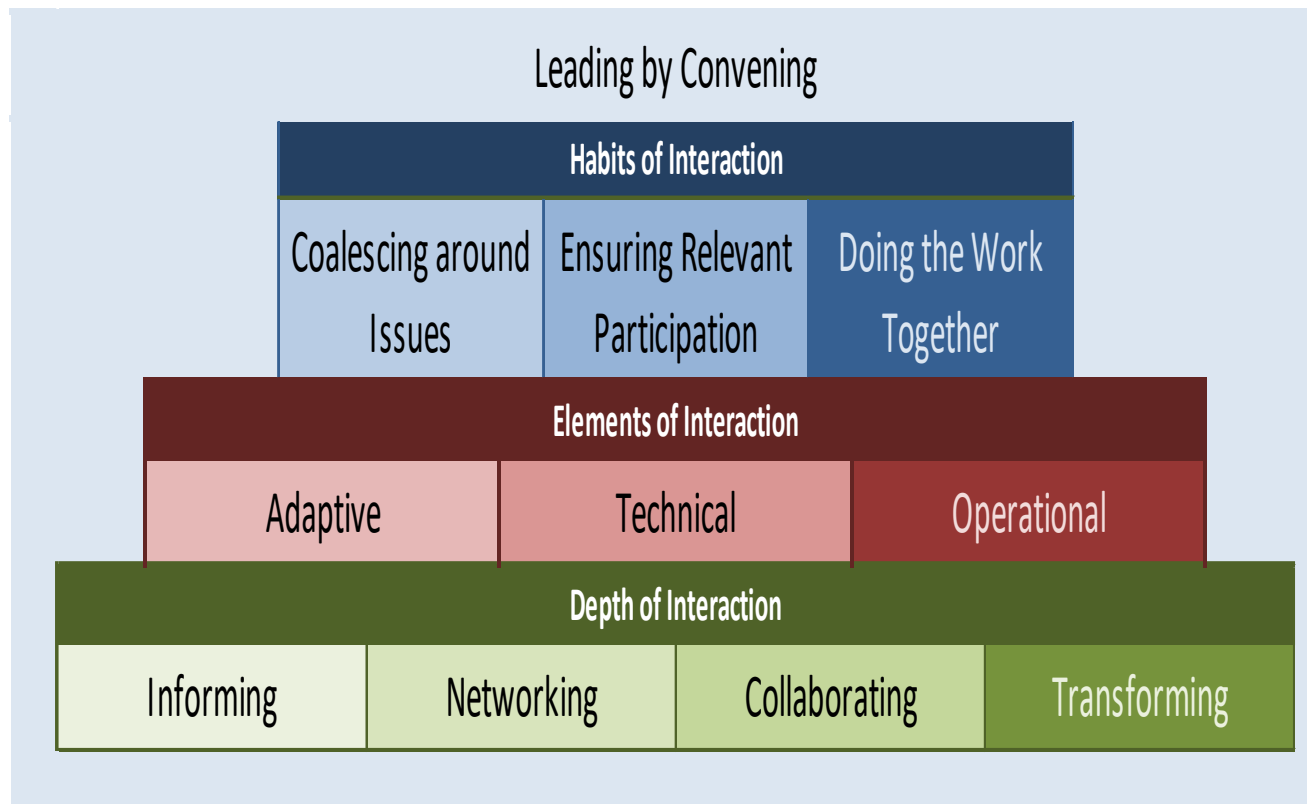
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Why Use This Tool?

- Make expectations explicit
- Reveal '*perspectives*' brought into this collaboration based on positive and negative experiences in prior collaboration
- Indicate what expectations potential collaborators hold
- Identify specific behavior and how it will be interpreted
- Give you lots of information to shape your behavior... *if you are listening!*

Good Collaborators Manage the Task and the Relationship



LbC offers insights developed by stakeholders based on their own experiences in collaboration

Poll 3: To What Extent Do You Agree?

Agree - Somewhat Agree - Disagree

When people who are doing related work join a collaboration, they quickly recognize connections ... even if people work in different initiatives and use different vocabulary.

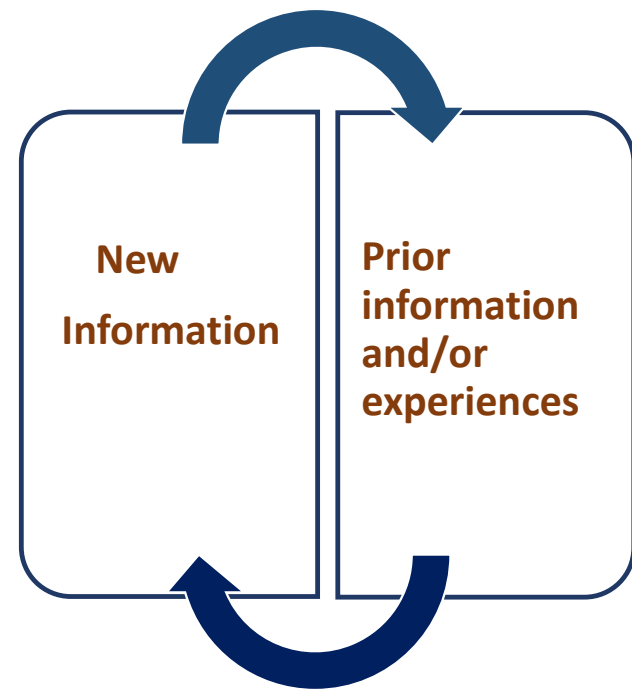
LbC Tool:

Learn the Language: Make the Connection

Learn what separates people that do related work:

- Different Language
- Different Funding streams
- Different Training
- Different Stakeholders
- Different Audiences

Let's Take a quick look ...



Make the Connection (continued)

Major Initiative Being Discussed			
Initiative:			
	Major Goal	Funded by	Promoted by
Initiatives Our Stakeholders Believe Are Connected to the Major Initiative Being Discussed			
Initiative:			
	Major Goal	Funded by	Promoted by
Key Points That Must Be Communicated About How These Initiatives Are Connected			
	Alignment of Goals	Shared Concepts about Strategy	Vocabulary that is a Bridge or Barrier

Learn the Language Light

Every Time: Every Convening

Listen to the ideas expressed today and think about how they connects to other information, experiences or projects.

Help us to understand how this work relates to other work by sharing your insights.

I heard:

Reminds me of:

For more information, contact:

Why Use This Tool?

- Learn what others know from their work and their connections
- Learn why people think the work is connected
- Learn how to connect with potentially aligned initiatives to avoid overlap or competition
- Build support for your work
- Connect initiatives to advance a goal

Poll 4: To What Extent Do You Agree?

Agree - Somewhat Agree - Disagree

People easily build trust with others doing related work...
even when they have different perspectives or differ in
power.

Assessing Trust in Yourself and Others:

Co-creating a Tool

Organizing Questions:

- Who needs to learn to trust?
- Who is responsible to build trust?
- Why is building trust important for individuals, leaders, groups and organizations?
- Why should we take the time and energy to develop trusting relationships?
- When should we start to build trust?
- What are attributes that can be helpful to developing and maintaining trust?

What The Collaborators Learned about Trust ...

- Trust lies within; its not just what you think of others.
- Tension can be healthy; varying levels of trust are inevitable.
- Cultural and personality differences shouldn't be construed as indicators of trust or distrust.
- Trust is dynamic and can be a catalyst to propel a group towards action. Conversely, the lack of trust can stifle innovation and progress.
- Trust has to be understood and appreciated within the context of power, position, values and goals.
- While everyone has a level of responsibility, group leaders can have a direct influence on trust within a group.
- Levels of trust are not an absolute but can be on a continuum with much variability.

Turning a Stakeholder Conversation into a Tool

Guiding questions to reflect on experiences, expectations and beliefs.

The trust “temperature gauge”

Self reflection

- Experiences
- Dispositions, Attitudes and Beliefs
- Actions
- Outcomes

Self-reflection summary

Actions to advance trust



*Like a temperature gauge,
trust can fluctuate...*

Trust Still: *A Quick Look*

Low Level of Trust	Moderate Level of Trust	High Level of Trust
Experiences		
<input type="checkbox"/> Have had prior negative experiences that support claims and feelings of distrust and suspicions.	<input type="checkbox"/> Have had both prior positive and negative experiences that support claims and feelings of hesitation to trust.	<input type="checkbox"/> Have had many positive experiences that support claims and feelings of a high level of trust and confidence.
Dispositions, Attitudes and Beliefs		
<input type="checkbox"/> Suspicious and often unsure that those involved are acting with positive intentions.	<input type="checkbox"/> Presume good intentions but hesitant to be fully involved in case others do not fulfill their expectations.	<input type="checkbox"/> Presume good intentions even when challenged with opposing opinions and ideas that cause concern and may not support deeply held beliefs or values.
Actions		
<input type="checkbox"/> Do not listen or take time to process and value ideas of others.	<input type="checkbox"/> Listen and take time to process and value ideas and opinions of others but hesitant to respond.	<input type="checkbox"/> Actively listen, and encourage others to share their ideas and opinions.

Why Use This Tool?

- Pre- think an interaction that might be sensitive
- Make some mental notes of potential '*red flags*'
- Plan to build on factors that might make collaboration easier
- Assess your own biases
- Monitor your own behavior

Poll 5: To What Extent Do You Agree?

Agree - Somewhat Agree - Disagree

We can learn to be better collaborators!

LbC Tool: Seeds of Trust

Lessons Learned become a tool

Lessons about:

- Inviting others
- Keep Inviting
- Recognizing bias in yourself and others
- Engaging '*resistors*'

Let's Take a quick look ...

Seeds of Trust (continued)

Lesson Learned #4

We sometimes think about people who do not agree as resisters. We often fail to look at the role resistance does or does not play in achieving our goals. Organizational development author Rick Maurer says that, "resistance causes a fog that permeates the message about what you are trying accomplish." When people say, "I don't get it," they honestly don't! Making participation safer for important stakeholders is essential to the initial effort and to sustainability of the change you envision. Think about what is at risk for your stakeholders and actively work on addressing it as part of your overall strategy.

To what extent do you see yourself doing this? [Highlight your response.]

☐

Very Likely

☐

Likely

☐

Possibly

☐

Unlikely

☐

No Way

What positives could result from use of this strategy? [List below all possible positives that come to mind.]

What negatives could result from use of this strategy? [List below all possible negatives that come to mind.]

A Collaboration Scenario

Across PA, people face common challenges to mental health. In some places, people are having some success in meeting these challenges while other areas struggle significantly.

At conferences, people from many places and in many roles are drawn to the same topics. They are able to share what they know about the issue ... but there are few ways to keep connecting. It seems as if they could be working better if they worked better together.

The SOC project want to build a '*community of practice*' that regularly brings individuals that do related work together to share, learn ... and maybe act together.

Breakout

- How are the 'habits of interaction' in LbC important to building collaboration through a CoP?

Coalesce around Issues - Ensure relevant Participation - Do the Work Together

- Which of the LbC tools that we've sampled would you use in bringing and keeping people together?

___ Four Simple Questions

___ Plotting Activities (*in Four Quadrants*)

___ Learn the Language

___ Engaging Everybody (*the Circle Tool*)

___ Images of Collaboration

___ Trust Still