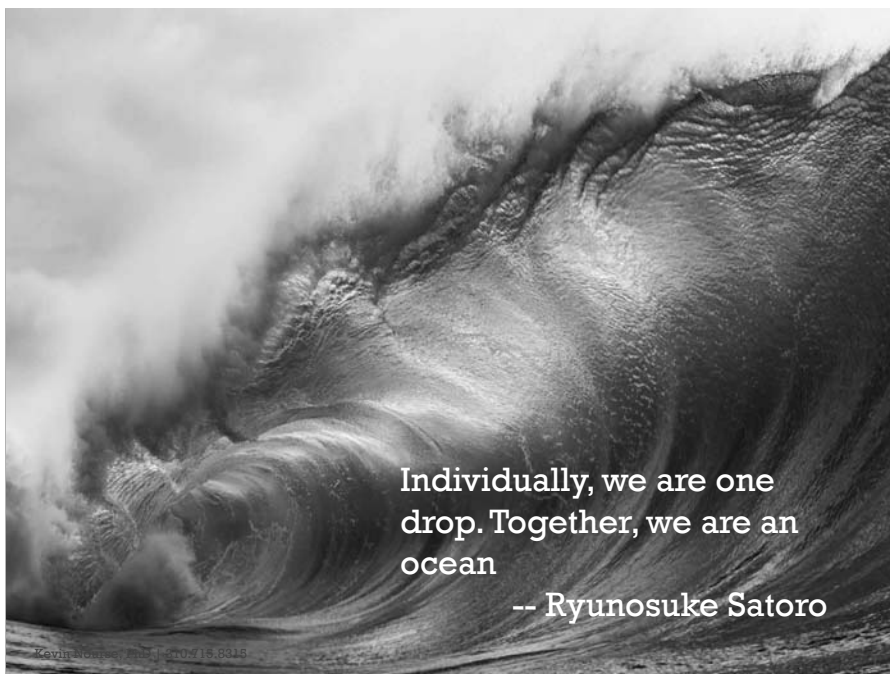


## Developing and Sustaining Highly Collaborative Leadership Teams

Presentation to CSAP  
Kevin Nourse, PhD  
Nurse Leadership Strategies



Individually, we are one  
drop. Together, we are an  
ocean

-- Ryunosuke Satoro

## + Objectives Part 1

- Defining what collaboration is and isn't
- Identifying personal emotional intelligence competencies that contribute to highly collaborative teams
- Identifying structural and interpersonal factors that are critical for building and sustaining highly collaborative teams
- Applying team development frameworks to a current leadership team and determine ways to enhance collaboration

## + Objectives Part 2

- How to build a group that looks at the whole picture for the association rather than as an individual
- How do we get others to "drink the leadership juice" rather than feeling like we are coercing our friends/members to run for a position when an office becomes open?
- What tele-meeting programs have you used successfully during board meetings for leadership team members who have distance barriers for attending live meetings?

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## + Introduction

- Survey administered March-April
- N = 25

Survey Respondents		
No of Mem	Count	Percent
< 250	7	28%
251-500	7	28%
501-1000	5	20%
1001+	6	24%
Total	25	100%

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## + Agenda

- Introduction
- Collaboration Defined
- The Case for Collaboration
- Pillars of Collaboration
- Collaboration Stage Model
- Enablers and Barriers of Collaboration
- Practices for Enhancing Collaboration
- Moving into Action: What Needs Work?

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## + Why Collaboration?

Collaborative service delivery...is considered a transdisciplinary approach because it represents an attempt to overcome the boundaries of individual disciplines ... no one person or profession has an adequate knowledge base or sufficient expertise to execute all the functions .... associated with providing educational services for students

A Model for Collaborative Service Delivery for Students With Language-Learning Disorders in the Public Schools

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## + Collaboration Defined

change  
Working  
Communicating  
come outcome experience settings  
spanning cooperation sharing  
points towards issue/s goal  
together  
common ideas  
effect share view best hand  
people goals group work  
across different  
discuss professions  
accomplish  
expertise

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## + Collaboration Defined

Working together to create value while sharing virtual and physical space

Evan Rosen, *The Culture of Collaboration*

Highly diversified teams working together inside and outside a company with the purpose to create value by improving innovation, customer relationships and efficiency while leveraging technology for effective interactions in the virtual and physical space.

Carlos Dominguez, Cisco Systems

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## + The Case for Collaboration

*Why is it important for State Associations to focus on building and sustaining a collaborative leadership team?*

*What is happening in your Association that drives the need for collaborative solutions?*

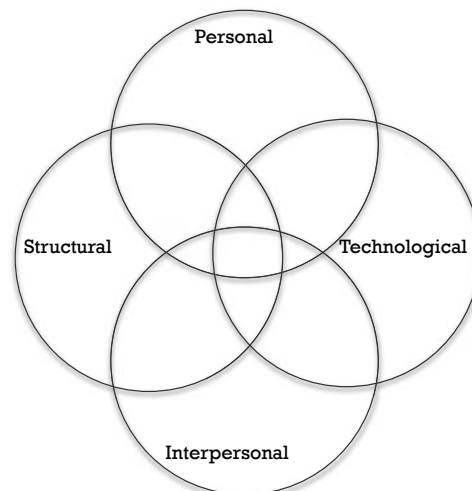
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## + Collaboration Focus



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## + Pillars of Collaboration



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## + Personal

Emotional Intelligence Component	Key Question
Assertiveness	Can I ask for what I want or propose my ideas to the team?
Emotional Expression	Am I able to speak my truth (thoughts, emotions) even if others will disagree?
Empathy	Can I step into another's shoes and imagine how they think or feel?
Flexibility	Am I able to adapt my thoughts, emotions, or behaviors?
Problem-Solving	Am I able to find solutions in emotionally-laden situations?
Self-Regard	Do I value my strengths and contributions?
Interpersonal Relationships	Am I able to form mutually satisfying relationships with others?

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## + Interpersonal

- Trust
- Respect
- Camaraderie
- Communication
- Constructive Interaction
- Values Diversity
- Optimism

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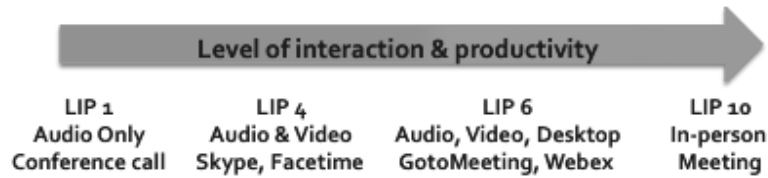
## + Structural

- Alignment
- Goals and Strategies
- Accountability
- Proactivity
- Decision Making
- Resources
- Team Leadership

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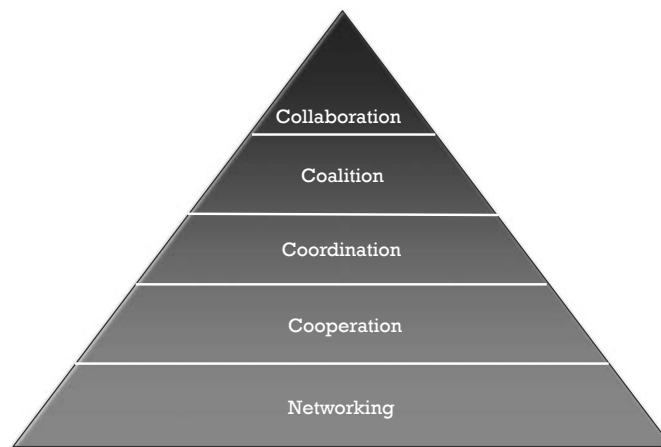
## + Technological

- Synchronous or asynchronous
- Level of interaction and productivity
- Level of user ability



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## + Stage Model of Collaboration



Source: Frey et al., 2006

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## + Stage Model of Collaboration

Collaboration Stage by Association Size						
	<250	251-500	501-1000	1001+	Total	%
Level 1	0	0	0	0	0	0%
Level 2	0	2	0	0	2	8%
Level 3	1	2	1	1	5	20%
Level 4	4	3	0	3	10	40%
Level 5	2	1	3	2	8	32%
<b>Total</b>	<b>7</b>	<b>7</b>	<b>5</b>	<b>6</b>	<b>25</b>	

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## + Stage Model of Collaboration

- What stage of development is your leadership team?
- What evidence would you cite to justify your conclusion?

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## + Enablers of Collaboration

Survey respondents identified 8 factors that enable collaboration:

- Communication
- Goal alignment
- Clear delegation
- Leadership continuity
- Role definition
- Ability to exchange constructive criticism
- Support for new leaders
- Trust

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## + Barriers to Collaboration

Survey respondents identified 8 factors that disable collaboration:

- Lack of communication
- Unwillingness to engage
- Limited time
- Micromanaging
- Lack of accountability
- Inflexibility and resistance
- Geographic dispersion
- Ineffective assimilation of new leaders

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## + What Needs Work?

Survey respondents identified 7 factors that most need work to enhance or strengthen collaboration:

- Enhancing accountability
- Clarifying/defining Goals
- Increasing proactivity to emerging trends
- Shared leadership
- Shifting focus focus to big picture
- Enlisting new leaders (versus coercing)
- Enabling technology for leadership team

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## + What Needs Work?

- Break into 7 working groups
- Discuss the issue and brainstorm strategies to address
- Capture ideas on flipchart
- Appoint a spokesperson

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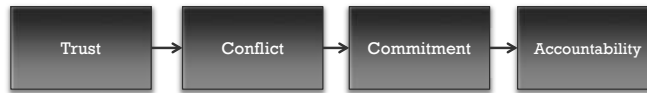
## + Enhancing Accountability

- What does it look like?
  - Following up on commitments
  - Vertical and horizontal
- Building blocks of accountability
- Strategies to enhance accountability

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## + Enhancing Accountability



Source: Lencioni

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## + Clarifying/Defining Goals

- What does it look like?
  - Strategically linked
  - Aligned within the team
  - SMART orientation
- Building blocks of clear goals
  
- How to achieve it?

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## + Increasing Proactivity

- What does it look like?
  - Anticipating trends and risks
  - Actively scanning the environment
- Building blocks of proactivity
  
- How to achieve it?

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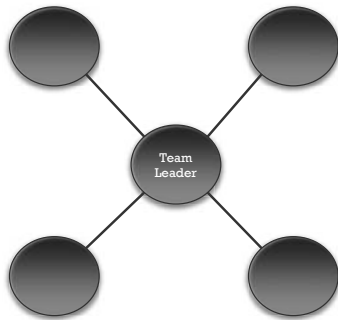
## + Shared Leadership

- What does it look like?
  - Team members step up/take ownership
  - Shared facilitation in team meetings
- Building blocks of shared leadership
  
- How to achieve it?

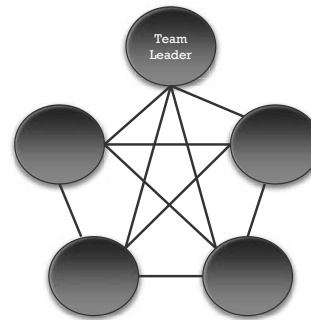
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## + Shared Leadership

**FROM**



**TO**



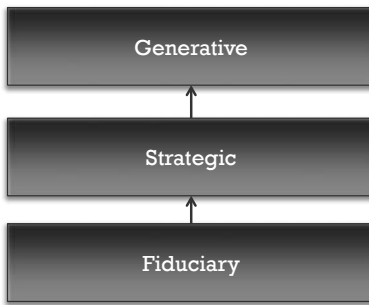
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## + Shifting Focus

- What does it look like?
  - Balanced focus on individual portfolios and enterprise-wide priorities
  - Championing key priorities
  - Fiduciary-Strategic-Generative
- Building blocks
  
- How to achieve it?

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## + Shifting Focus



Source: Chait, Ryan & Taylor

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## + Enlisting New Leaders

- What does it look like?
  - Future leaders step up
  - Existing leaders embrace new ideas
  - Establishing a leadership pipeline
- Building blocks
  
- How to achieve it?

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## + Enlisting New Leaders



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# + Kevin Nourse, PhD, PCC Nourse Leadership Strategies

Nourse Leadership Strategies (NLS) is a coaching and leadership development professional services firm based in Washington, DC and Palm Springs, CA. Founded by Dr. Kevin Nourse, NLS taps into a wide geographic network of experienced professionals to meet the needs of clients for specific projects. We have experience working with organizations in a number of sectors including financial services, government, healthcare, high tech, non-profits, and pharma/biotech.

We offer the following services:

- Executive assessment and coaching
- Team development programs
- Leadership development programs

For more information, contact Dr. Kevin Nourse at 310.715.8315 or [kevin@nourseleadership.com](mailto:kevin@nourseleadership.com)