Defining Leadership

1 An action many can take, not a position few can hold

2 Taking responsibility to work with others on common goals

3 Practice of values that engage commitment from others
Practicing Values

1 Asset-Based
2 Diversity, Inclusion, Equity
3 Collaboration
4 Continuous Learning
5 Integrity

Asset-Based

1 Doing *with*, not *to* or *for* communities
Introductions

What 2-3 gifts or skills make you a good family member and friend?

What 2-3 skills make you an effective leader?

What are 2-3 talents or hobbies you love doing and can get lost in for hours?

Family Independence Initiative
Books at Barber Shops

Milwaukee Public Library Teams Up With Barbershops To Provide Kids With Books

By LATONA DENNIS • SEP 1, 2016

Fulfill Promises
Build Capacity
Practicing Values

1 Asset-Based
2 Collaboration
3 Diversity, Equity, Inclusion
4 Continuous Learning
5 Integrity

Collaboration

2 Collaboration is about building

TRUST
Leadership Styles

Visionary
Nurturer + Mobilizer
Analyst

What is your leadership style? Why do you need the others?

Community Building

Pseudo-community (forming)
Chaos (storming)
Emptiness (norming)
Authentic Community (performing)

A Different Drum, M. Scott Peck, and Bruce Tuckman
Trust

Trust can be understood as believing others are:

**Sincere** – what is said matches what is thought

**Reliable** – what is done is dependable and consistent

**Competent** – what is delivered reflects the ability and capacity to perform what is promised

Based on *Building Trust: In Business, Politics, Relationship and Life* by Solomon and Flores

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Building Trust

- Unfulfilled expectations $\neq$ unfulfilled promises
  
  **Clarify Expectations**

- Distrusting individuals because of group/label
  
  **Build relationship with individual**

- Cordial Hypocrisy – pretending there is trust
  
  **Provide direct feedback**

- Not owning mistakes, failures, unfulfilled promises
  
  **Own mistakes and invite feedback**

- Not inviting feedback
Repairing Trust

Trust can be repaired by:

• One who breaks trust, apologizes, amends, demonstrates change

• One whose trust was broken shares impact of broken trust, forgives, checks in on change

• Recognize and acknowledge where power and privilege show up

Trust

Share a story about when you had to build or repair trust.
Practicing Values

1. Asset-Based
2. Collaboration
3. Diversity, Equity, Inclusion
4. Continuous Learning
5. Integrity

Diversity & Inclusion

3. When you change who is at the table, you change the table itself
Viewing Equity

Who is at table
How is view distorted
Correct it

Disaggregate data,
Identify disparities,
Differentiate services

Ladder of Inference

Actions
Beliefs
Conclusions
Assumptions
Interpreted Reality
Selected Reality
Reality and Facts
Practicing Values

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Leadership Culture

Create an inclusive, collaborative culture that fosters trust, community engagement, learning, and accountability for shared results

What commitment can you make to your group to foster this culture?

Leadership for Collective Impact

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TRIZ

Step 1
Make a list of all the things you can do to make sure that you achieve the worst result imaginable for a collaborative effort.

Step 2
Review this list and ask, “Is there anything that I am currently doing that resembles this item?” in a collaborative/coalition I’m part of. Be brutally honest.

Step 3
Go through the items on your second list and decide what steps will help you stop what you know creates undesirable results.

Source: Facilitation approach adapted from Liberating Structures: “Making Space with TRIZ”
Collective Impact

What it takes

- Backbone
- Continuous Communication
- Mutually Reinforcing Activities
- Shared Measurement
- Common Agenda
First Big Shift

Activities to Results

Results to Activities

Activity Forward

Population Impact
Grow Program
Measure Outcomes
Build Services
Identify Needs

Other Orgs
Other Orgs
Results-Based

Population Result

Indicators/Measures

Factor Analysis/Story behind curve

Targets/Strategies

Data & Evidence

Providers & Services Aligned

Second Shift

Culture Eats Strategy for Breakfast
- Peter Drucker

Backbone

Continuous Communication

Mutually Reinforcing Activities

Shared Measurement

Common Agenda
Stepping Up

When did you first step up on behalf of an issue, cause, or person important to you?

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Who was the leader?

Social Change has always come from the leadership of the many

Practicing Values

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2. Diversity, Equity & Inclusion
3. Collaboration
4. Continuous Learning
5. Integrity
Asset-Based

1 Doing *with*, not *to* or *for* communities

Collaboration

2 Collaboration is about building TRUST
Diversity & Inclusion

When you change who is at the table, you change the table itself

Continuous Learning

Own mistakes, ask for feedback, and ask for help
Things I Suck At

- Interpersonal conflict
- Personnel management
- Patience with process
- Administrative paperwork
  - Being punctual
  - Small talk
- Time Management
- Fundraising
- Active listening
- Trusting my instincts
- Delegating responsibility
- Making unpopular decisions
- Staying attentive in long meetings

Integrity

5

Be true to your “be” and accountable to those you work with and those you serve
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