



Learning Track: Exploring Leadership Practices

Collaboration is more than simply bringing people together, or even bringing the right people together. It's also about creating safe and constructive environments in which all can participate and thus generate the synergy necessary for resourceful thought and action. Strong collaborative leaders know when to go beyond getting input from others and actually engage them in the deeper work of defining problems and solutions collaboratively.

At the same time, being a leader is often described as a lonely role. One example is having confidential information about a personnel decision but not being able to reveal all of what you know to explain an action taken. Being a woman who leads has its own version of being lonely when in male-dominated organizations, as does being a man or woman of color and trying to fit the typical organizational norm of leaders. Exploring how to stay present in rocky times is an ability demanded of highly effective leaders.

Many of you are trained as experts in specific fields and your roles frequently call on you to analyze problems and provide answers. Facilitating the thinking and work of others requires different skills and leadership capacities. You will explore a set of leadership skills for working with others—both within and beyond your organizations—to convene, catalyze and facilitate collaborative efforts to understand and address the challenges you face in health care. These leadership practices will be learned and practiced in workshop settings, practicum project groups and Outward Bound Professional programs.

➤ Learning Objectives

As you explore leadership practices, you will learn to:

- Nurture the development of groups and foster a collective sense of shared responsibility for the whole, devoting conscious attention to the process of how people come together and the quality of relationships.
- Recognize the difference between adaptive and technical challenges and design processes that are appropriate for addressing different types of challenges; balance the desire to find quick solutions with the need to first explore the issues more deeply.
- Utilize and model for others seven practices of Facilitative Leadership.

Facilitative Leadership will enable you to a) share an inspiring vision and stimulate the creation of a shared vision; b) balance dimensions of team success -- results, process and relationship; c) identify stakeholders and involve them in decision making; d) facilitate meetings that lead to understanding and agreement; e) design collaborative planning processes and effective

meetings; f) coach others to deepen their capacity and commitment, and g) celebrate accomplishments.

[\(return to Curriculum page\)](#)