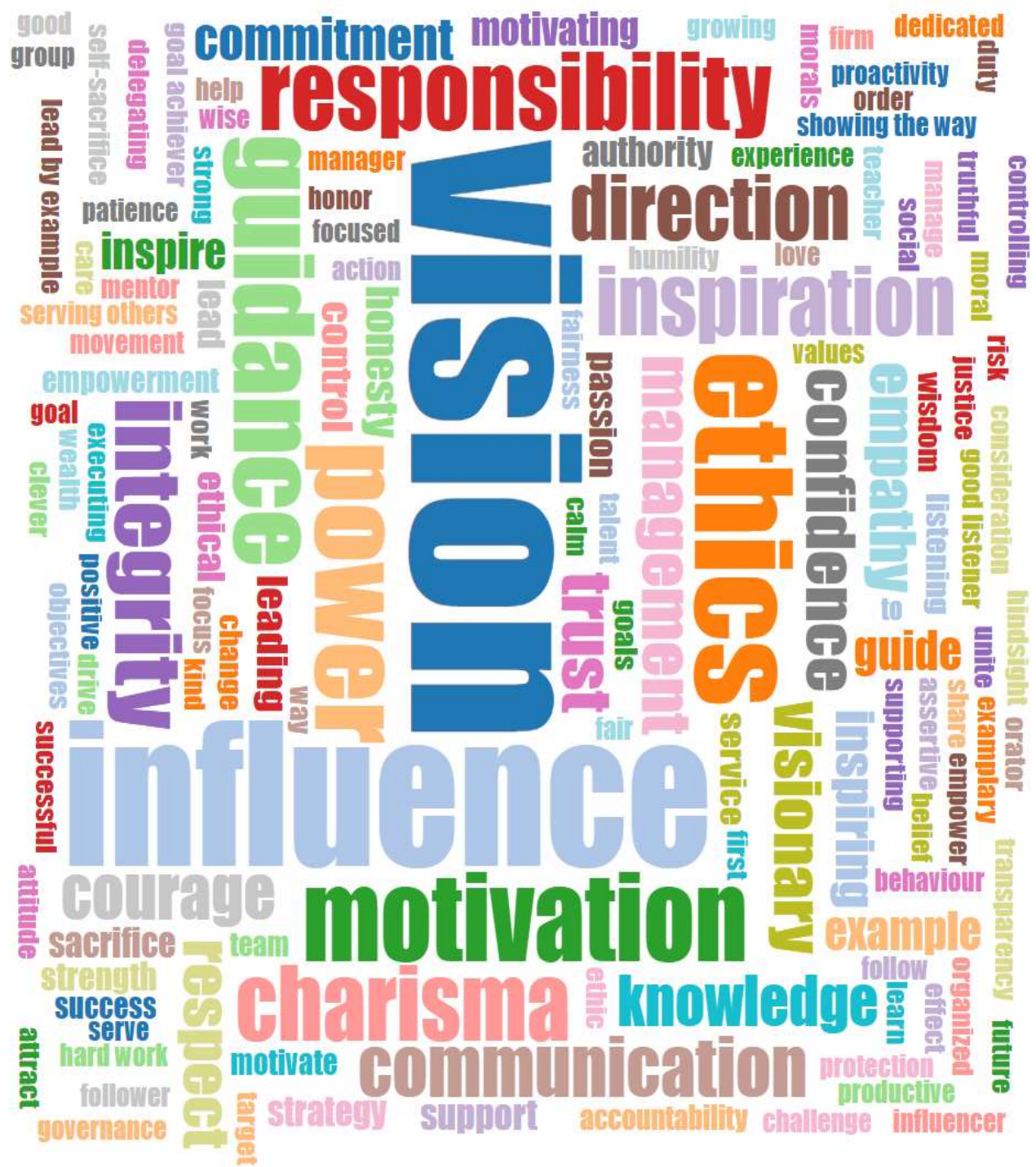




**LEADING CHANGE THROUGH
COLLABORATION**

**WOWS12 Symposium
Metro North Hospital and Health Service
Friday, 10 May 2019**

WHAT IS LEADERSHIP?



WHAT IS LEADERSHIP?

- Management
 - Plan, structure, monitor, control
- Power
 - Pressure, threaten, sanction
- Leadership
 - Inspire, motivate, engage



Leadership as INFLUENCE.

**In absence of authority and
power, influence is achieved
through PERSUASION.**

FOUR WAYS NOT TO PERSUADE

DO NOT:

- Make your case up-front with the “hard sell”
- Resist compromise
- Rely solely on presenting a great argument
- Make a one-time effort

FOUR STEPS TO PERSUASION

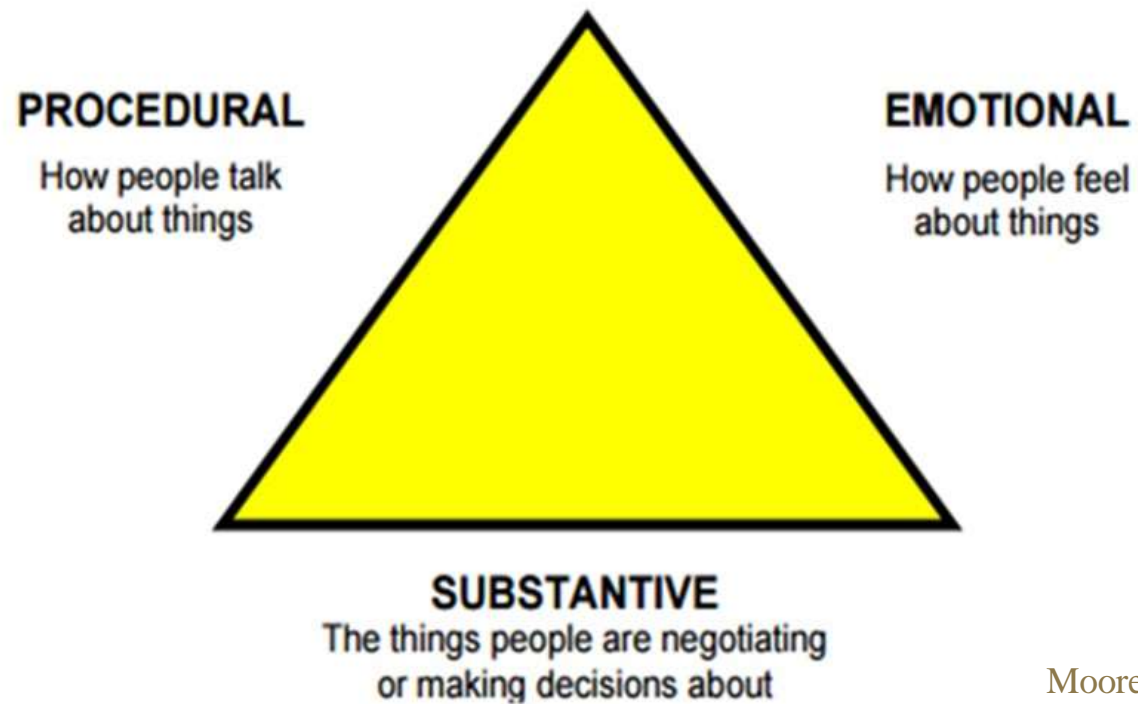
- Establish credibility
- Connect emotionally
- Frame for common ground
- Provide evidence

ESTABLISH CREDIBILITY



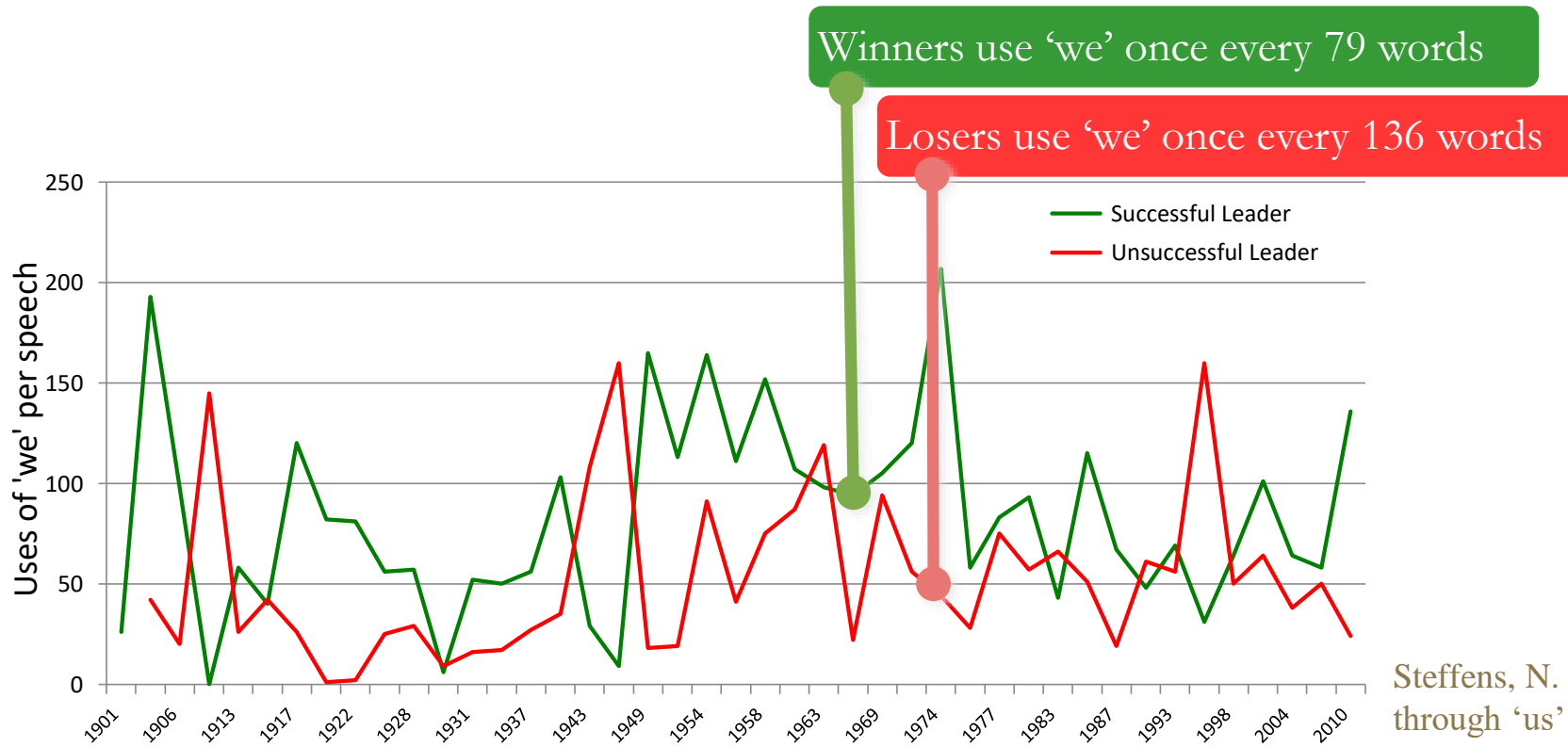
Mayer, R. C., Davis, J. H., & Schoorman, F. D. (1995).
An integrative model of organizational trust. *Academy
of Management Review*, 20(3), 709-734.

CONNECT EMOTIONALLY



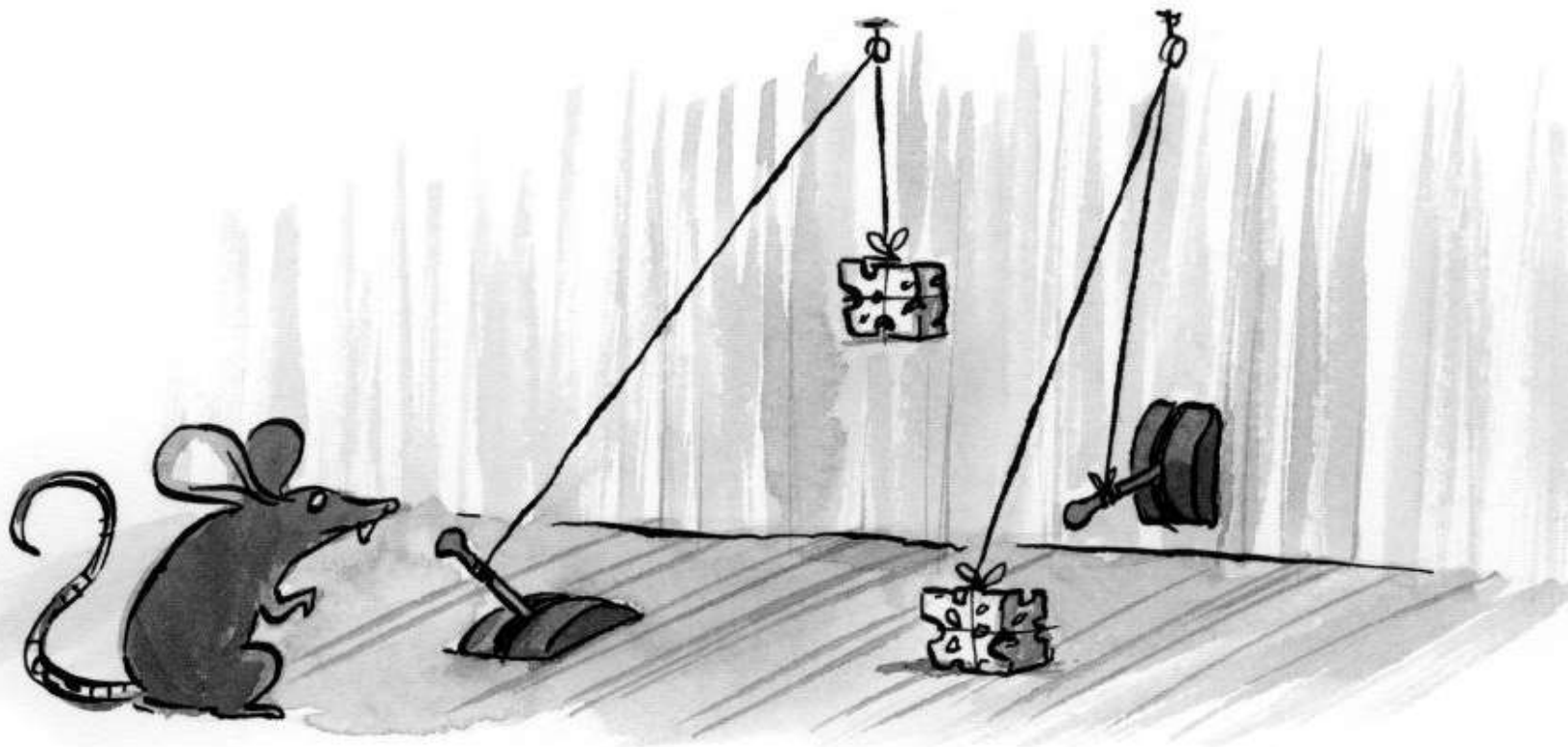
Moore, C. (2014). *The mediation process: Practical strategies for resolving conflict*. Jossey-Bass.

FRAME FOR A COMMON GROUND



Steffens, N. K., & Haslam, S. A. (2013). Power through 'us': Leaders' use of we-referencing language predicts election victory. *PloS one*, 8(10), e77952.

PROVIDE EVIDENCE



Examples



Stories



Metaphors

FOUR STEPS TO PERSUASION

- Establish credibility
- Connect emotionally
- Frame for common ground
- Provide evidence

However, LEADERSHIP
is not just about
persuasion...
it is also about
collaboration.

MOST IMPORTANT VALUES?

Values



Respect



Teamwork



Compassion



High
performance



Integrity

WHAT DO YOU DO IN THE FACE OF CONFLICT?

I share the problem with the other person so that we can work it out.

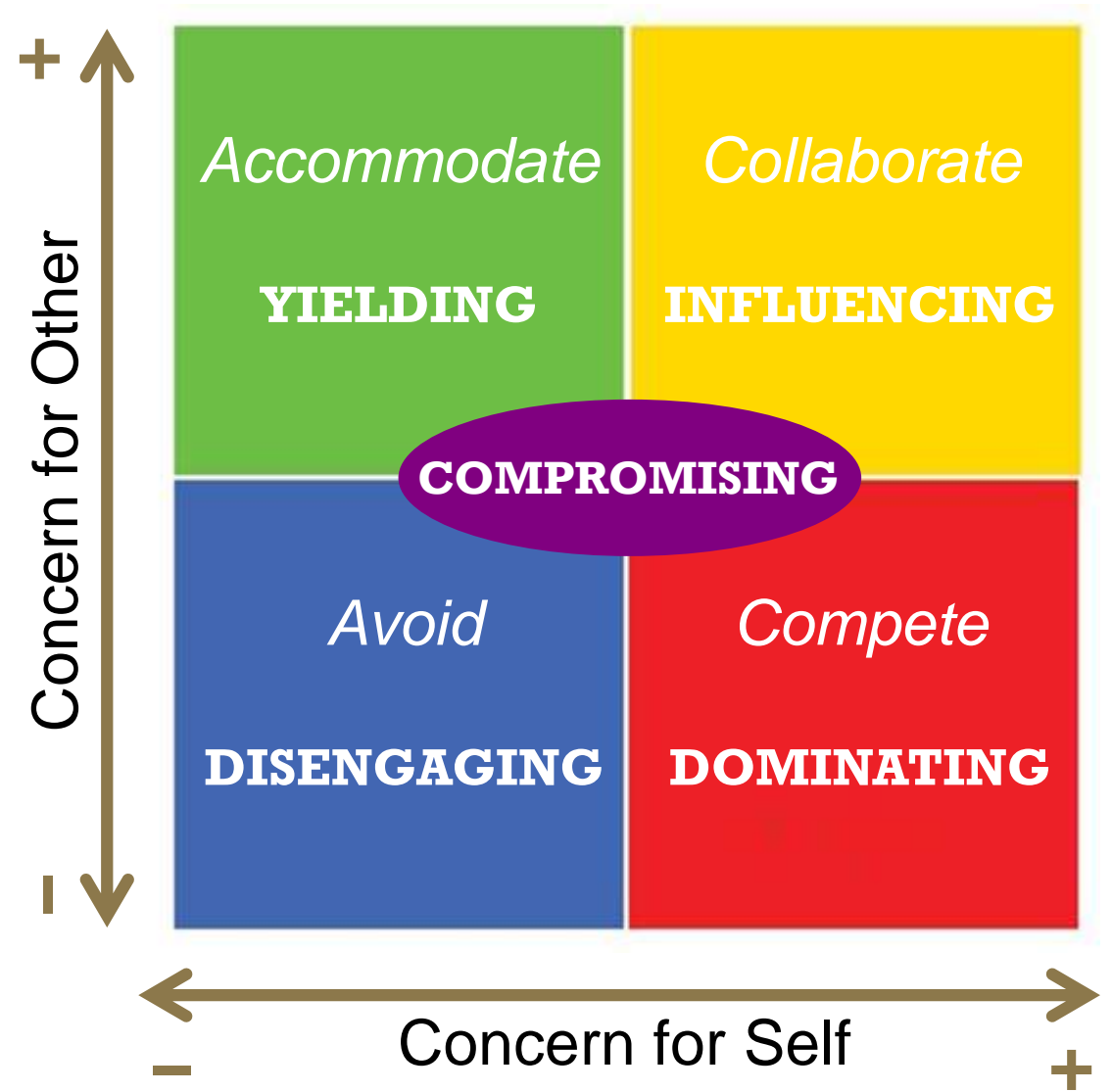
I try to convince the other person of the merits of my position.

I try to soothe the other's feelings and preserve our relationship.

I try to do what is necessary to avoid tensions.

I try to find a fair combination of gains and losses for both parties.

INFLUENCING THROUGH COLLABORATION

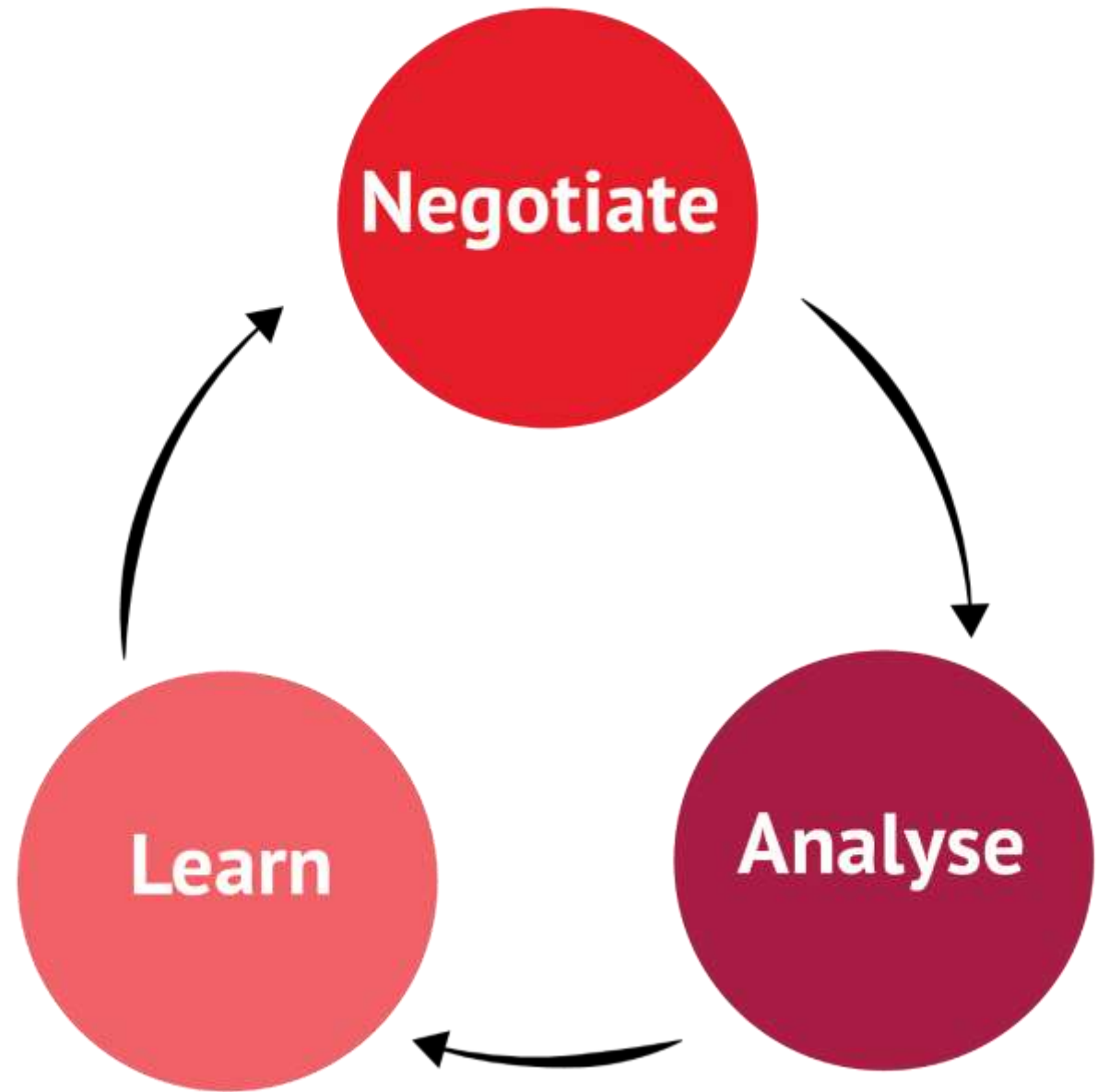




INFLUENCING THROUGH COLLABORATION

- How can we work together to achieve our **shared** goals and our **independent** goals?
- Getting to a “**win-win**”



**IDENTIFYING
UNDERLYING
INTERESTS**



By COLLABORATING  **WHY?**
to achieve important objectives,
you are exhibiting **LEADERSHIP**,
shaping the  **HOW?**
hearts and minds of others.

**WHAT IS
LEADERSHIP
TO YOU?**

THE LEADERSHIP DILEMMA

- Set our strategy for short-term or long-term success?
- Focus on innovation/agility or control/predictability?
- Make decisions that prioritise client health or client autonomy?
- Pursue the goals of the client or the goals of the organisation?



Respect



Teamwork



Compassion



High
performance



Integrity

TURNING YOUR DILEMMA INTO A PARADOX

Reflexive Questioning

- *What are the specific goals here?*
- *Why exactly are they misaligned?*
- *How does your approach to serving the client affect your role as an organisational employee?*

e.g., Pursue the goals of the client or the goals of the organisation?

TURNING YOUR DILEMMA INTO A PARADOX

Positives and Negatives

Positive results from
focusing on the client

Positive results from
focusing on the org



XXX

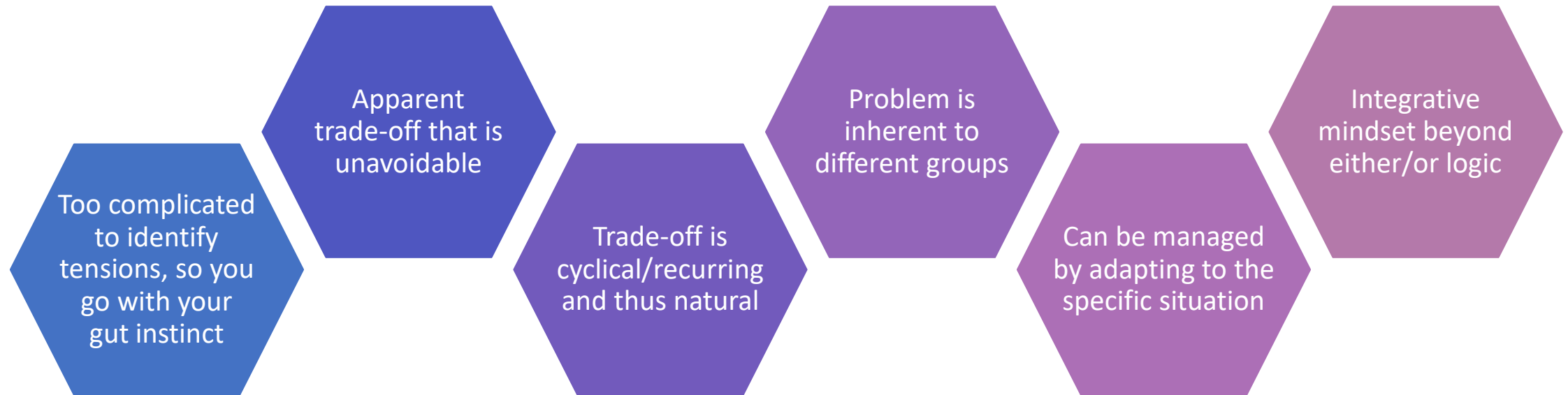
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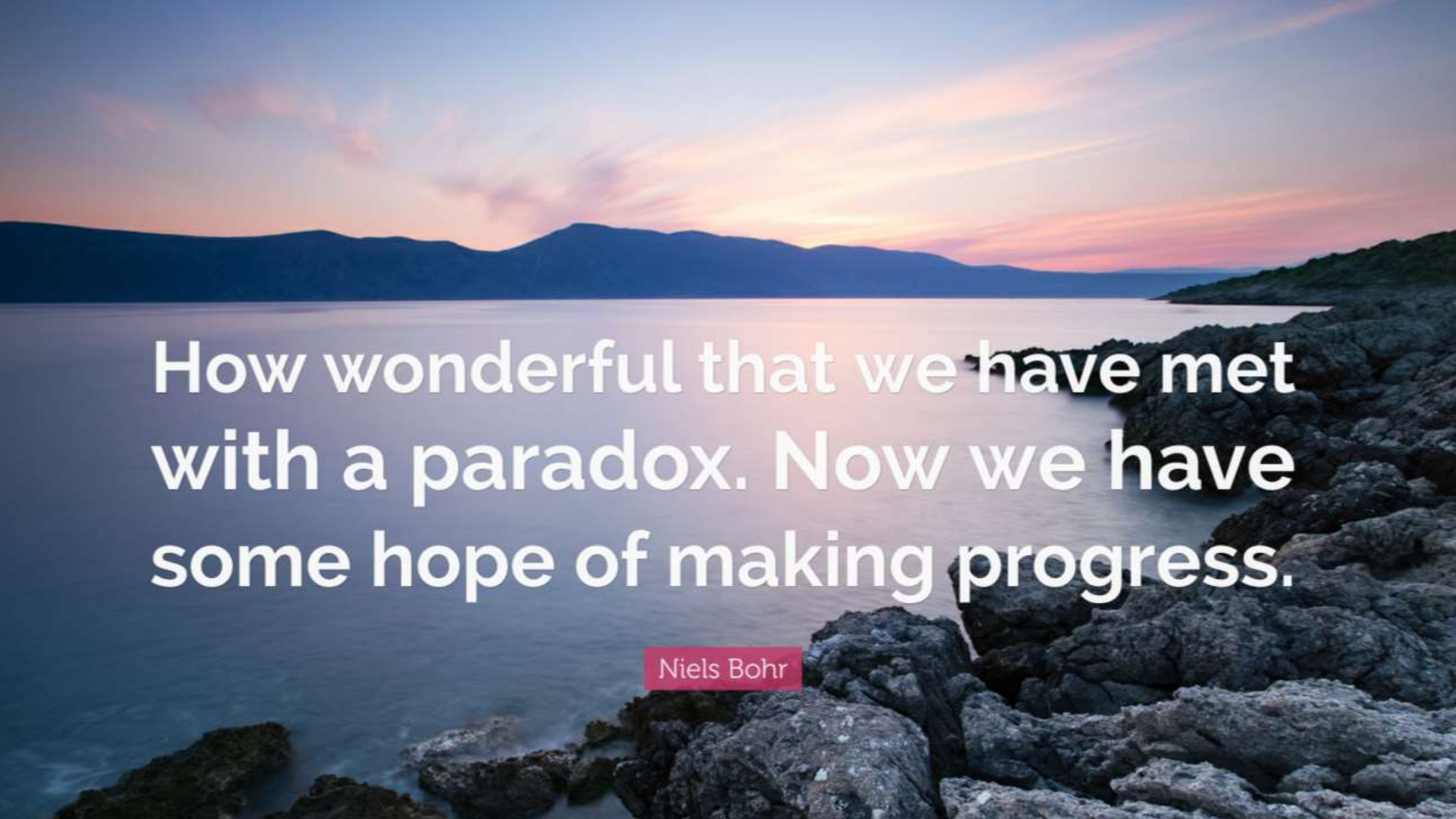
Negative results from
neglecting the org

Negative results from
neglecting the client

e.g., Pursue the goals of the **client** or
the goals of the **organisation**?

SHIFTING TOWARDS A PARADOX MINDSET





How wonderful that we have met
with a paradox. Now we have
some hope of making progress.

Niels Bohr

KEY POINTS

- Leadership is about shaping the **inside** of people
- Persuasion is achieved via **credibility, common ground, evidence, and emotional connection**
- Disagreement can be overcome with **collaboration**
- Transform your dilemma into a **paradox** in order to identify a workable solution.

THANK YOU

