

*Make it happen,  
make it matter*

*Leadership Development Series*



**Kia ora koutou!**

**Please write your name and chorus in the Chat Box when you arrive.**

# Collaborative Leadership

## Presented by

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### Collaborative Leadership

We will talk today about using some of the key activities and plans we have developed in the past few sessions into tools you can harness to your leadership task in chorus

## Today's Agenda



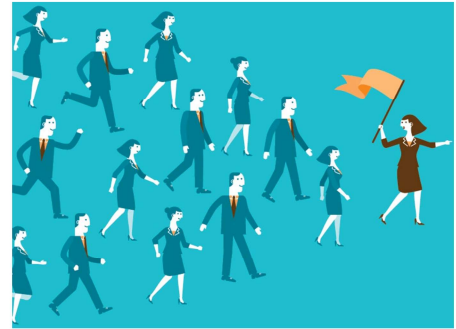
1. Leadership defined
2. Some inspiring perspectives of leadership
3. Collaborative leadership defined
4. The unique leadership challenges of member based organisations
5. The features of a collaborative leadership style
6. Activity in Break out groups
7. Developing your collaborative leadership style

**The session presentation and video will be available Thursday.**

## Leadership Defined



"Leaders help themselves and others to do the right things. They set direction, build an inspiring vision, and create something new. Leadership is about mapping out where you need to go to "win" as a team or an organization; and it is dynamic, exciting, and inspiring."



***Leadership is a mindset, a skillset, and a set of values – all driven by a purpose***

Links to vision and values, strategy goals and actions

Requires energy.....it's work both intellectually, physically and emotionally – so managing your personal effort as a leader, and sharing the task as much as possible is critical to your success as a leader. That's why a collaborative approach is essential.



## Some thoughts from great thinkers on leadership



"Management is doing things right; leadership is doing the right thing." --Peter F. Drucker

Managers manage - to deliver on the plans and actions in an efficient and effective manner

Leaders – help to define what the plan and actions should be and gather people to them and the purpose

***You CAN be both a leader and a manager...but you may not be***

Peter F. Drucker was an Austrian-born American management consultant, educator, and author, whose writings contributed to the philosophical and practical foundations of the modern business corporation.

People may use the words management and leadership interchangeably, but they aren't the same things and shouldn't be used this way

Prime tasks of management are to manage resources -usually people, money and time - to deliver an action, activity or outcome. It's about planning, delegating, following up, reporting and taking corrective actions.

Leaders help the people of an organisation to develop their vision and purpose, rally and motivate people to strive to achieve that purpose together. It's primarily about communicating, motivating, inspiring, sharing and challenging the status quo.

Some people can master the skills and attitudes to be both great managers and great leaders, but that's not always the case. So it's important to know where your strength lie. Its OK to be both or not.

For an organisation to be successful, you need the right mix of leadership and management skills in your teams.

## Some thoughts from great thinkers on leadership



"The task of the leader is to get their people from where they are to where they have not been." --Henry Kissinger

Develop an understanding of where your organisation has come from and where it might go to

Expand the future horizons with the power of possibilities

Meld that dream into a shared vision

Harness the skills and resources to make it happen

***It's ALL about harnessing the people to the vision***

Henry Alfred Kissinger is an American politician, diplomat, and geopolitical consultant who served as United States Secretary of State and National Security Advisor under the presidential administrations of Richard Nixon and Gerald Ford.

If you were present, you can cast your mind back to our third webinar, where Sharon led us through the process and value of developing Mission, Vision and Values for your chorus. This is arguably the most important work of leadership. Getting the organisation work together to see what the future could be, then choosing a path to move forward on together in the quest to achieve it.

If you remember at our last seminar on Strategic Planning, Diane talked to us about beliefs and how some beliefs within our choruses can be limiting. It is core task of leaders to help the team remove or overcome those limiting beliefs; to expand the possibilities that might drive a new and inspiring vision and of course motivate and guide the team to work together towards that exciting future state.

## Some thoughts from great thinkers on leadership



"Become the kind of leader that people would follow voluntarily, even if you had no title or position." --Brian Tracy

Leaders MAY hold positions of authority or power in an organisation – that's what we could call a "big L" Leader

Leaders DO also exist in all levels of management, teams and parts of an organisation - these are what I call "small l" leaders

***Success comes when the "big L" leaders value and share the leadership task with "small l" leaders***

Brian Tracy is a Canadian-American motivational public speaker and self-development author

I think this quote might be best summarized by saying that "Just because you don't hold a position in management doesn't mean you can't lead"

How often have you heard someone say, when they are dissatisfied with a situation, be it work or in your chorus - that "someone" should do something about that, usually meaning "Someone" as in someone in a position of power or authority

People who do this are selling themselves short, and giving up their personal power to contribute. We all have the power to "lead from where we stand" in an organisation if we wish to assist in driving change. The "big L" leaders, the ones with "manager" or "director" or "president" in their titles can't possibly make it all happen, they must harness the contributions of those "small l" leaders, those with the knowledge, power, skills will and energy to work towards the common purpose wherever they sit in the organisation.

This notion is embodied one of the core guiding principles of SAI.

## SAI's Guidance on Leadership



### Guiding Principles

*Musical Excellence:* We honor and embrace artistry, education and innovation in the performance of women's a cappella music while championing the barbershop style.

*Culture of Belonging:* We create harmony where every voice matters. We foster a culture that provides a joyful place to share our uniqueness within a global community united in song.

*Diversity & Inclusion:* We celebrate our differences as essential to the rich harmony that unites us. As we recognize barbershop's African American origins and learn from our exclusionary past toward women of color, we reject discrimination and unwaveringly strive toward greater awareness, openness and understanding of each other.

*Personal Empowerment & Leadership:* We encourage and empower everyone to lead from where they stand. We foster individual skills, nurture personal growth, and provide education and mentoring to develop strong, effective leaders on and off the stage.

*Outreach:* We build strong connections by sharing our love of barbershop harmony throughout our communities, countries and the world.

Leadership is one of Sweet Adelines' six guiding principles.

## What is COLLABORATIVE Leadership?



Put simply, collaborative leadership is the type of leadership that harnesses all the skills and energy within the group to deliver on the shared vision , goal or task.

A collaborative leader invests time to build relationships, handles conflicts in a constructive manner, and shares control.

A collaborative leadership style values all team members as peers and equal contributors.



From the analysis of leadership we've done so far, it's clear that all great leadership really is collaborative.

I would like to dwell on that last point for just a moment however as it is particularly relevant for our type of organisation.

## Why is it so important in our type of organisation?



We are a member driven organisation.

We are an organisation of volunteers.

The effort we put in as members and leaders is entirely discretionary.



We are a member driven organisation

We have a high degree of accountability to our members as they have the responsibility of choosing their leaders, and those that accept those roles should see it is a special privilege. Sometimes it might not always feel that way - especially if you are struggling to get people to take on those leadership tasks.

We are volunteers and our effort is discretionary

The challenge of motivating volunteers is always there. Although we love our organisation, our choruses and our fellow members, finding the time and energy to contribute can be a challenge.

## Features of COLLABORATIVE leadership - TRUST



- Honest and openness around issues
- Providing space and support to share ideas, especially the crazy or unpopular ones
- Allowing people to learn even if it means they sometimes make mistakes
- Walking the talk
- Delighting in the achievement of others



### Honest and openness around issues

telling people as much as you can as soon as you can  
admitting that you may not have all the answers

### Providing space and support to share ideas, especially the crazy or unpopular ones

Providing forums for input and feedback  
not squashing or demeaning ideas that are brought forward  
playing the devil's advocate if you think there is something that is not being

said

### Allowing people to learn even if it means they sometimes make mistakes

give them one or two chances to get it right - as long as they are learning  
support and encourage them

### Walking the talk

make sure your words and actions are congruent

### Delighting in the achievement of others

Let the team take the credit and bask in the reflected glory - it feels great!

## The features of COLLABORATIVE leadership - PURPOSE



- Emphasise the link from vision, mission to strategy and goals
- Keep the end-game in sight for all
- Give each task a clear purpose



Emphasise the link from vision, mission to strategy and goals

This effectively describes the activities we have talked about in Seminars 3 and 4

Keep the end-game in sight for all

keep the vision front of mind, talk about it, celebrate little milestones on the path

Give each task a clear purpose

Try and link each task to the greater goal



## The features of COLLABORATIVE leadership - NURTURING



- Identify individual potential and encourage growth
- Know when to step in to assist and step back to allow space
- Know that through seeing growth in others you will be rewarded



Identify individual potential and encourage growth

future help people spot their development opportunities and line them up with

opportunities and positively challenge change

having will be further explored in our upcoming session on giving feedback and

challenging conversations

Know when to step in to assist and step back to allow space

give people time to explore new ways of doing things

check in to support clarification or offer assistance if they are floundering

Know that through seeing growth in others you will be rewarded

we something that every teacher knows, but others may take time to learn as

live in a society that rewards individual achievement so highly

## Features of COLLABORATIVE leadership - CAMARADERIE



- Emphasis on “we’re all in this together”
- Celebrate shared successes
- Acknowledge obstacles or failures, turn them into learning opportunities



Emphasis on “we’re all in this together”

Celebrate shared successes

simple rewards, simple acknowledgements, thank you as well as the big celebrations

Acknowledge obstacles or failures, turn them into learning opportunities

the greatest mistake is to keep doing the same thing again and again and expect

different results - demonstrate and encourage a learning mindset

## Features of COLLABORATIVE leadership - COMMUNICATION



- Be present and approachable
- Get to know all members as individuals
- Provide mechanisms for two-way communication
- Seek regular input and feedback on progress and plans



Be present and approachable

Don't just surround yourself with an inner circle

Get to know all members as individuals

Everyone is different, activities to encourage sharing stories as "whole people" is

important, we all have lives outside of chorus

Provide mechanisms for two-way communication

regular channels and for special activities like strategic planning

Seek regular input and feedback on progress and plans

formally - members surveys, informally - chatting

## Features of COLLABORATIVE leadership - CONSENSUS



- Seeking broad input on decisions and actions
- Giving clarity to criteria for decision making
- Ensuring that consensus decisions are congruent with vision, mission and values
- Supporting the consensus with action and language



Seeking broad input on decisions and actions

wide perspectives and wide range of potential solutions

Giving clarity to criteria for decision making

helps to define the criteria and agree on it before decisions are made

Ensuring that decisions are congruent with vision, mission and values

this can help drive the consensus if they are options on the table that do not do

this

Supporting the consensus with action and language

THIS CAN BE A MASSIVE LEADERSHIP CHALLENGE

even if you personally don't agree with consensus decision or action - as a leader

you must support it wholeheartedly with your actions and words

## SUMMING UP - Collaborative Leadership Style



## Group Activity

### Taking a Collaborative Approach to a Tricky Situation in a Chorus



- Let's head into breakout rooms.
- Once you get into your breakout rooms introduce yourselves to each other.
- Select someone to act as scribe, and a spokesperson for the group.
- Each group will be presented with a unique, but possibly familiar, scenario that discusses a situation you are observing within a sub team of your chorus.
  - **Discuss the scenario and indicate how you could tackle the problem presented using a collaborative approach?**
  - **Also, consider what steps you might have been able to take to make sure that the team was better set up for collaboration and success from the start, thus avoiding this situation arising?**
- You will have 20 minutes for a discussion then be returned to the main group.
- You can call for assistance from the breakout room if you need us.
- Your group spokesperson will read the scenario that you were working through, and your ideas for tackling the challenge presented using a collaborative leadership approach

Introduce activity and mention breakout room protocols and asking for help

Send people into maximum of 6 break out rooms, copy the questions over to the chat room.

For each scenario:

- Discuss the scenario and indicate how you could tackle the problem presented using a collaborative approach?
- Also, consider what steps might you have been able to takes to make sure that the team was better set up for collaboration and success from the start, thus avoiding this situation arising?

## Group Activity

### Taking a Collaborative Approach to a Tricky Situation in a Chorus



#### Breakout Room 1

You are part of a chorus team that is working on developing a scripted show. Julie, one of the group members has almost completely taken over the project. She has made arrangements with outside talent without consulting the rest of the group, completed tasks on her own that were supposed to be group efforts, and rejected the ideas presented by other group members.

#### Breakout Room 2

Your convention coordinator, Vivienne, presented two options for group accommodation which were both outside the agreed travel distance and budget parameters. She cited conversations with some members at a social lunch about raising the standard of accommodation. You explained that Pip, the music director, had asked for the chorus to stay together for a sense of team spirit.

#### Breakout Room 3

The finance coordinator on your team, Janice, consistently submits the monthly financial reports too late for the team to review them prior to meetings. She also arrives late and leaves as soon as her agenda item is complete. This is causing frustration as the team needs her input and advice in all agenda discussions and planning, not just to do the financial transactions.

## Group Activity

### Taking a Collaborative Approach to a Tricky Situation in a Chorus



#### Breakout Room 4

Your team planning for the chorus retreat is composed of many members, new and old, from within the chorus. You are doing a lot of communicating online, as well as meeting with each other face to face occasionally. Lisa, one of the members in your group, is very shy. She attends all the face-to-face and online group meetings but only participates if she's asked a direct question, and then answers only in one or two word responses.

#### Breakout Room 5

You are working with a team composed of members from your chorus to put on a show. Tina, one of the members was adamant about being a member of the show team, but she isn't completing her task to secure the venue, and it's now affecting the progress of the whole project.

#### Breakout Room 6

Nat is an enthusiastic group member in your costume team, but she can't ever seem to settle down to a concrete task. She's always coming up with new ideas that ask everyone to start over, instead of working on fleshing out the ideas the group has decided on.



## Personal CHARACTERISTICS of a COLLABORATIVE Leader



Leadership is all about human skills

Listening - active, engaged, interested - in touch with the heartbeat of everyone in the chorus, we are a team

Empathy - put yourself in the shoes of others also EQ

Inspiring and Visionary - not having all the ideas - but harnessing the ideas and removing those limiting barriers we have talked about

Finally - manage your energy – share the task of leadership with all

## Collaboration - Checklist for all chorus leaders



- Keep the vision, goals and plans in sight for all
- Seek input and feedback from all
- Develop and support consensus
- Check in frequently - listen for the “jungle drums”
- Build strong networks across the whole group
- Identify and use the skills, energy and strengths of all
- Celebrate successes
- Learn and grow together
- Apply consistent energy to the leadership task

Emphasise again that notion of “big L” and “small l” leaders - we should irrespective of where we stand in the organisation, but also it is SUPER important with a defined leadership role

Final comment on energy - share the load and the love !