



Collaborative Leadership

Factsheet No 035

The context for leadership and leadership development is changing. Today's public service leaders are called on to lead beyond the boundaries of their organisations, to work in collaboration with other agencies and with the communities they serve.

Leadership development is increasingly focused on building the leadership capacity of local public service systems - as well as supporting individuals and their organisations. The way people want to learn is changing too: increasingly, leaders want to learn as they work, and to learn together with their collaborative partners.

In the light of this, SOLACE Enterprises is delighted to be launching a new Collaborative Leadership Programme, the result of our thinking about leadership, and our experience of running leadership development programmes.

What do we mean by leadership?

The most straightforward answer comes from Ronald Heifetz: "mobilising people to tackle tough problems." Focusing leadership effort on the problems that matter most requires a good understanding of:

Context - the evolving external environment to which a public service system needs to adapt

Challenges - the internal and external work that organisations and communities need to do to adapt successfully to the changing context

Contribution - what individual leaders do to mobilise organisations and communities to address those challenges

Capacities - the mindset, knowledge, strategy and behaviours that enable leaders to make their contribution effectively

What will the Collaborative Leadership Programme focus on?

Leadership in context – understanding the context for public service leadership, and the challenges created for

collaboration between agencies and the communities they serve

Leadership and politics – working effectively with national, local, organisational, and community politics

Leadership of place – working with communities of place and communities of interest to promote health and wellbeing

Leading in collaboration – working across organisational boundaries to mobilise collaborative action

Leadership of self – recognising the distinctive contribution each leader can make and what it means to lead authentically.

What's different about this programme?

This is a regionally-based programme that brings together public service leaders who need to collaborate for the well-being of their area; a programme that will help leaders learn together as they work together.

At the heart of the programme will be collaborative inquiries, as participants work together within their organisations and communities to develop leadership throughout the systems in which they lead.

We want the programme to be shaped by the leaders who participate in it. The programme will therefore reflect the key issues faced by participants in each area.

How much would I need to invest?

The programme will involve eight days of workshops, as well as developmental activities back at work. A guide price for the programme is £4000 per delegate. A reduction in this price may be negotiable.

For further information please contact the Resource Centre. You can either phone on 0845 601 0649 or email

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