



**The Turning Point Leadership Development  
National Excellence Collaborative**

Vision: Collaborative leadership is used to its fullest potential to achieve policy and systems change that maximizes the public's health.

Mission: Increase collaborative leadership capacity across sectors and at all levels.

Other Turning Point National Excellence Collaboratives:

- Modernize public health statutes
- Create accountable systems to measure performance
- Utilize information technology
- Invest in social marketing



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## What is Collaborative Leadership?

- The processes, activities, and relationships in which a group and its members engage in collaboration.
- Collaboration is defined as “exchanging information and sharing or pooling resources for mutual benefit to achieve a common purpose.”



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## What is a Collaborative Leader?

Someone who safeguards and promotes the collaborative process.



## Who is a Collaborative Leader?

Skills	Capacities
Conflict management	Uncertainty
Developing trust	Taking perspective
Communication	Self-reflection
Decision-making	Ego control
Creating safety	
Assessment	



## Why is Collaborative Leadership Important?

- Most public health problems are complex, interdependent, and messy.
- These type of problems require a systems approach with diverse input and multiple perspectives.
- Many sectors need to “own” the solution for it to be successfully implemented.



## Six Practices of Collaborative Leadership



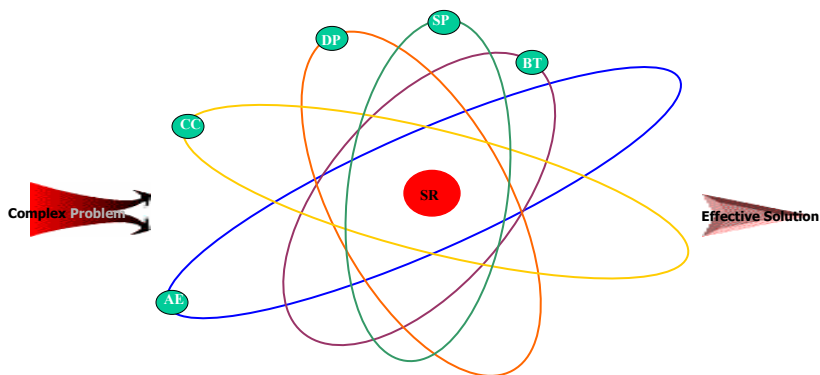
## Six Practices of Collaborative Leadership

- Identified by the Turning Point Leadership Development National Excellence Collaborative
- Research included:
  - Literature reviews
  - Individual interviews
  - Focus groups
  - Expert panel debates
  - Attendance at leadership development training programs



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## Six Practices of Collaborative Leadership



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## Assessing the Environment



## Context of Collaboration

- Identify the problem type.
- Identify stakeholders.
- Assess extent of stakeholder agreement.
- Evaluate community's readiness and capacity.
- Identify where problem can be most effectively addressed.





MAPP tool was developed by the National Association of County and City Health Officials (NACCHO) in cooperation with the Public Health Practice Program Office, Centers for Disease Control and Prevention (CDC).



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## Methods for Change

- Exposure to different ideas
- Exposure to different cultures
- Experience/Practice
- Self-reflection (e.g., logs, journals)
- Mentoring/Coaching
  - 360-degree assessment, shadowing
- Peer support



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